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Just-In-Time Measures for Fashion Brand Management

Ana Zikic

Dissertação para obtenção do Grau de Mestre em
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Orientador: Prof. Doutor Carlos Alves Rosa
Co-orientador: Prof. Doutora Theresa Beco de Lobo

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Dedication

To my parents, my beloved scientist uncle and his family.

Acknowledgments

First and foremost, I thank my Professor Carlos Rosa for his inspiring mentorship and help. I would also like to thank Professor Theresa Lobo and Professor Fernando Oliveira for their enormous support.

Abstract

This case study analyzes the impacts of the Just-In-Time (JIT) Knowledge Brand Model (Rosa, 2017) - an interactive device for brand management applied to GUESS fashion brand management. The research uses JIT Knowledge Brand Model as a conceptual framework in a mixed methodology approach through qualitative and quantitative measurements. Thus, the research process is divided into two phases: 1st phase exploratory (qualitative) and 2nd confirmatory (quantitative). The 1st phase involves 42 in-depth Face-To-Face interviews with Guess clients and stakeholders, while the 2nd phase includes data collected through a self-administered online questionnaire sent by email to a database of 50.000 clients which resulted in 584 valid responses.

The main findings indicate that an interactive omnichannel device, operationally tested and supported by JIT Knowledge Brand Model, has a significant impact on measuring emotional attachment (customer satisfaction, loyalty and recommendation) and gathering co-creative innovation inputs for performance sustainability and continuous improvement, thus confirming the operability of the conceptual model for knowledge management and interaction with the client base. Furthermore, it was found in latent data that the emotional attachment is strongly dependent and predicted by two factors: *F1. Makes me feel good and represented*, and *F2. Price and variety of products and quality of services*.

Keywords

Brand Management; Knowledge Management; Business Intelligence; JIT Knowledge Brand Model; Emotional Involvement; Design;

Resumo

Este estudo de caso analisa os impactos do JIT (Just-In-Time) modelo de marca de conhecimento (Rosa, 2017) - um dispositivo interactivo para gerenciamento de marca aplicado à GUESS gestão de marca de moda. A pesquisa usa o JIT Modelo de marca de conhecimento como uma estrutura conceptual numa abordagem de metodologia mista através de medições qualitativas e quantitativas. Assim, o processo de pesquisa é dividido em duas fases: 1ª fase exploratória (qualitativa) e a 2ª confirmatória (quantitativa). A 1ª fase envolve 42 entrevistas em profundidade cara à cara com os clientes Guess e accionistas, enquanto a 2ª fase inclui a recolha de dados através de um questionário on-line auto-administrado enviado por email a uma base de dados de 50 mil clientes que resultaram em 584 respostas validas.

Os principais resultados indicam que um dispositivo comunicação linear interactivo, testado operacionalmente e apoiado pelo JIT Modelo de marca de conhecimento, tem um impacto significativo na medição da ligação emocional (satisfação, lealdade e recomendação do cliente) e reunindo *inputs* de inovação co-criativa para sustentabilidade de desempenho e melhoria contínua, confirmando assim a operacionalidade do modelo conceptual para a gestão do conhecimento e interacção com uma base de clientes. Além disso, foi encontrado em dados latentes que a ligação emocional é fortemente dependente e previsto por dois factores: *F1. Faz-me sentir bem e representado. F2. Preço e variedade de produtos e qualidade de serviços.*

Palavras-chave

Gestão de marcas; Gestão do conhecimento; Business Intelligence; JIT modelo de marca de conhecimento; Envolvimento emocional; Design.

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Chapter 1. Introduction

1.1. Introduction

This dissertation serves a purpose of concluding master's degree studies of Branding and Fashion Design at IADE Creative University in Lisbon. It involves both primary and secondary sources of research material. First part of the research involves diagnostics and relates to the study of secondary sources - desk research in a form of a literature review. Second part of this study involves primary sources of the material (research findings) and represents a practical part of the research process through implementation and testing of JIT Knowledge Brand Model (Rosa, 2017) in the fashion brand GUESS. This has been achieved during a six-month curricular internship at retail company Brodheim Group, which manages the brand GUESS from 24th of February till 31st of August in Lisbon, Portugal. This empirical case study is developed in a mixed method context, using both quantitative and qualitative approaches to data collection, and it involves two sequential phases: 1) exploratory (qualitative) phase and 2) confirmatory (quantitative) phase. In addition, the techniques used are Laddering of the CIT (Critical Incident Technique) as a best possible method for uncovering clients' knowledge. In this study, JIT Knowledge Brand Model represents a framework used for effective brand management. This model is designed for diachronic brand management, innovation control and continuous performance improvement. It contains two synchronized pillars: 1) BRAND EVOLUTION - access to new ideas (co-creative innovation flow) 2) BRAND COMPREHENSION - brand performance control, through managing client satisfaction, recommendation and quality of service.

In addition, this research applies and tests the effectiveness of JIT Knowledge Brand model as a tool for continuous brand management (measuring performance and innovation). Also, the study is interesting because it explores how fashion business can 'learn' from knowledge management and use its wisdom for brand management and marketing purposes. Having in mind that Knowledge Branding and Knowledge Management are concepts mostly connected to consulting firms and similar B2B (Business-to-Business) companies that leverage knowledge as their core offer (Eppler & Will, 2014), this research shows a different perspective with the use of knowledge management in B2C (Business-to-Consumer) context, where the fashion industry and brand GUESS are situated. Therefore, this study explores the parameters of joining two disciplines that aren't closely related in general terms and viewpoints. Finally, based on the recent literature, it investigates the field of knowledge branding and knowledge management, it identifies the sources, methods and possible applications of corporate knowledge through JIT Knowledge Brand Model (Rosa, 2017).

Through exploration of the literature, it has been found that most sources (Davenport & Prusak, 1998; Despres & Chauvel, 2000; Nonaka & Takeuchi, 1995; Rollett, 2003) conclude the

existing effectiveness of brand knowledge management and client satisfaction methods in a business environment.

Background: Knowledge management has brought new elements and functions into the enterprise system. Even though they are not new per se, these elements have opened new perspectives about possible application of knowledge management in a fashion business context. However, it is necessary to manage all points of contact in an integrated way through GUESS clients and company's stakeholders. For this reason, knowledge management concepts such as COP (Communities of Practice) and Innovation technology are introduced. The concept of Communities of practice is presented as means of supporting collaboration (co-creation) and as an effective method for knowledge transfer and innovation. Research question is: What are the determinant factors of consumer emotional involvement with a brand? Also, main objectives of this study are: Testing and validating JIT Knowledge Brand Model (Rosa, 2017) and Measuring the impact of client emotional attachment.

An outline of the thesis (schematic reminder): This dissertation is composed of six chapters and its structure follows the usual process of scientific investigation. Initially, after giving the introduction in the first chapter, and after identifying the research topic, the theoretical framework of related subjects is presented in the second chapter: Knowledge Management, Branding, Brand Management, Knowledge Brand, Brand Communities, Communities of Practice, Innovation, Consumer Satisfaction, Brand Love, and Relevant Knowledge Management Models. In bibliographic terms, it represents a multidimensional perspective about the existing concepts as well as a relationship between them. In the third chapter, the research question was established, and the conceptual framework was developed, with the intention to formulate and evaluate the research questions and hypotheses based on the findings and conclusions obtained from the previously explored topics. In the fourth chapter of methodology, the research plan is specified, and the adopted research procedures are defined. In the fifth chapter, the results of the research are presented and discussed. Then, the defined hypotheses are tested and verified. In the sixth and final chapter, the conclusions are drawn from the results of testing the hypotheses, ending with limitations and recommendations for the future research.

Relevance

As today's market environment is evolving rapidly, companies are actively seeking for new ways to improve their performance and achieve success in the market. There are several driving forces behind these changes, with technological advancements surely being the most crucial one (Tissen, Andriessen, & Deprez, 1998). These changes involve global tendency toward massification, converging, and instant accessibility of information - all related to information technology.

Nowadays, consumers are constantly increasing their expectations towards products and services. Marketers are, thus, looking for new ways to capture and measure these expectations in order to meet them. Enterprises are under enormous pressure to innovate, or at least to stay relevant in more and more competitive marketplace. Surely, this is not an easy task. It requires in-depth research about the current market needs, and more precisely - about consumers, as they are the ones who decide if a brand would survive and stay on the market. As stated by Davenport and Prusak (1998, p. 212):

[...] companies can no longer expect that the products and practices that made them successful in the past will keep them viable in the future [...] Companies now require quality, value, service, innovation, and speed to market for business success [...] Increasingly, companies will differentiate themselves on the basis of what they know [...] In a global economy, knowledge may be a company's greatest competitive advantage.

Marketers are losing ground trying to reach success in the market by using old marketing methods. Many of them have not fully recognized the power of knowledge in a form of customer feedback and why it is viewed by some experts as a top business priority. In fact, when collected and processed, knowledge transforms into valuable insights that can support decision-making. Many renowned marketing leaders of today agree on knowledge being a main source of brand's competitive advantage, and they share a similar view on benefits of elaborated topics such as: knowledge branding, communities of practice and innovation, which they discuss frequently. The authors Aaker and Joachimsthaler (2000) agree that exploration of new methods, applications, and frameworks for effective data management is essential. Also, it has been stated that only those companies that leverage knowledge will achieve success in the future (Tissen et al., 1998). In addition, as claimed by Nonaka and Reinmoeller (2000, p. 89): "Organizations must develop a dynamic business system to create and utilize knowledge effectively and efficiently [...] open to continuously changing contexts." Undoubtedly, these companies need to take an advantage of their commercial value more efficiently (Lin & Xiao, 2017), which can be achieved through a device for detecting and fast-responding to consumer needs (e.g. Just-In-Time) that would, at the same time, increase marketers' confidence in decision-making. Furthermore, Davenport & Prusak (1998) state that if the companies' aim is to reach prosperity of knowledge management, they need to establish an advanced system for capturing, distribution and the use of knowledge. Still, creating a structure that could act as a vehicle for developing strong brands, remains a primary challenge, as referred by Aaker and Joachimsthaler (2000). This is especially important since brands, in order to be strong, need to be multi-layered, recognizable, consistent and innovative, and as such supported by an equal system.

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Chapter 2. Literature Review

The purpose of this chapter is exploring both traditional and innovative marketing and branding practices related to brand knowledge management. It aims to explore the methods, applications, and frameworks related to marketing intelligence. Additionally, the purpose is to deepen the understanding in terms of using innovative, creative and engaging solutions for building and measuring brand performance long-term. Consequently, background framing is about the related topics: branding, brand management, knowledge management, knowledge brand, brand communities, innovation and brand love will be provided.

2.1. Knowledge Management

According to Rollet (2003), knowledge management will bring a massive social and economic changes to the global knowledge landscape. In addition, according to Davenport and Prusak (1998), knowledge management movement is thriving and many people are getting familiar with it's potential, while others have started practicing it. According to both Tissen (1998) and Davenport and Prusak (1998), knowledge is present in every company, since each company has its in-house knowledge that has been collected through engaging with customers and stakeholders over time. Thus, businesses are in a need for exploring new ways of measuring and monitoring firms' knowledge capital (Tissen et al., 1998). Furthermore, knowledge is commonly utilized in everyday business routines, and as such constitutes company's intellectual capital (Tissen et al., 1998). This is crucial, as knowledge is seen by many as a fundamental resource of competitive advantage. (Tissen et al., 1998) further acknowledge that it is through this interaction that companies collect data, transform it into knowledge and further act upon it and use it according to their internal motives, values and rules, which adds to the company's productivity. Moreover, Knowledge management needs to balance company's knowledge, marketing as well as business strategy (Tissen et al., 1998). Moreover, if corporations would be viewed as individuals, knowledge would act as a driver for managing its behavior and shaping its reputation, as referred by Gregory and Wiechmann (1997). Finally, Davenport and Prusak (1998) state 5 models (methods) of achieving knowledge generation: through acquisition, dedicated resources, fusion, adaptation and knowledge networking.

The Importance of Knowledge

Company's knowledge represents the unique know-how which makes it more difficult to be replicated by competition. For this reason, Davenport and Prusak (1998) elaborate on this idea by claiming: "Knowledge advantage is sustainable advantage - because competitors can always match quality and price but by the time that happens knowledge company will move

to another level [...]” This signifies that the reason why company knowledge (expertise) is considered as important, and why knowledge is considered as a source of competitive advantage, is simple - because its development is constant and knowledge generates new knowledge (Davenport & Prusak, 1998).

Knowledge Definition

According to a definition from Davenport and Prusak (1998, p. 5): “Knowledge is fluid mix of framed experience, values, contextual information, and expert insight that provide a framework for evaluating and incorporating new experiences and information.”

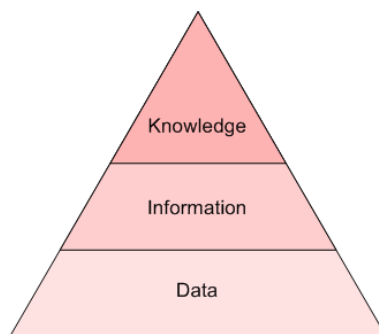


Figure 1. Data Pyramid, Adapted from (Gollner, 2010)

As illustrated in Figure 1. knowledge can move upwards in the direction from Data to Knowledge or it can also move downwards - from Knowledge back to Data (Davenport & Prusak, 1998). Moreover, Davenport and Prusak (1998) argue that knowledge is related to both data and information, but it is much more complex and represents a more developed form that derives from these two. Accordingly, knowledge requires deeper understanding of data and information. (Davenport & Prusak, 1998).

As stated previously, knowledge generation functions through a certain structure or framework such as “mental models, scripts and schemata” (Wiig, 2000, p. 9). According to Nonaka and Reinmoeller (2000), this allows combining already existing concepts and information into new ones, but also establishes other connections by joining these concepts with different sources of information through information technology. Furthermore, according to them, this allows recognition of already existing patterns in new situations, and to responding to those challenges sufficiently (Nonaka & Reinmoeller, 2000). Moreover, as stated by both Despres and Chauvel (2000), and Wensley and Verwijk-O’Sullivan (2000), the main effort of knowledge management is to capture, store, organize, share, transform, apply and reinvent the knowledge that is considered valuable for the company. Before the major shift in knowledge management have occurred, companies were managing knowledge informally - without a system such as data-base, or any clear record of utilized knowledge (Grant, 2000). However, today’s knowledge management is getting more advanced and becomes an integrated part of modern business culture, as referred to Davenport and Prusak (1998).

Finally, Davenport and Prusak (1998) add that by incorporating knowledge into company's daily business routines with smart technology solutions, knowledge would move through the organization seemingly and these knowledge practices would have a potential to become valuable products and services.

Since knowledge is regarded as most important resource for any company, knowledge management becomes an essential step for leveraging company value. Both Rollet (2003) and Grant (2000), agree that knowledge management has two methods of dealing with the overall company's knowledge: by creating new knowledge and dealing with already existing knowledge. While most companies work with the existing knowledge, and the increase of the knowledge stock in most cases happens accidentally, deliberate capturing of new knowledge certainly represents a greater challenge as well as potential for every company's future development (Grant, 2000). Furthermore, in order to be able to estimate the level of "the value-editing potential" there are two main factors that value depends on: 1) the level of the existing service and 2) the level of overall use of company's knowledge (Tissen et al., 1998). Indeed, there is a big impact of information technology as it represents an ideal solution for knowledge management (Tissen et al., 1998). An 'information processing system' makes up the organizational structure for knowledge management if there are certain predefined rules for collecting and sharing knowledge (Nonaka & Reinmoeller, 2000). However, according to Grant (2000), a greater challenge than managing (mapping and measuring) of the already existing (company's) knowledge is to capture and store new knowledge. As Grant (2000, p. 50) further elaborates: "The challenge is to build systems that collect the learning arising from projects and ongoing activities, to systematize and archive that knowledge, and then to distribute it to those members of the organization likely to benefit from it."

Certainly, managing knowledge is an important task, as it allows people and organizations to gain sophisticated understanding and make the full use of peoples' knowledge and actions in order to be able to act effectively (Wiig, 2000). In addition, there are two different perspectives on knowledge management: 1) *people-oriented* 2) *technology-oriented*. When joined, these two represent an ideal mix, especially when knowing that neither technology nor human thinking alone are perfect, and both have certain advantages and flaws. Technological advantages such as ability to process large quantities data and information in a timely manner, are widely known. Yet, Rollet (2003) decides to follow a people-oriented perspective arguing that knowledge management shouldn't be about managing technology but people, although he agrees on undeniable technological benefits. In addition, Rollet (2003) claims that knowledge sharing is fundamentally a human process. Thus he points out that regardless of the advancements such as AI (Artificial Intelligence), technology still has serious limitations regarding creativity in combining and using these data. As it may not be easy to make separation between information and knowledge, there is a need for human interaction in a form of COP (Communities of Practice) - an informal "self-organizing" knowledge

network, constituted of a group of people who share the same interests (Davenport & Prusak, 1998). As further specified by Davenport & Prusak (1998), these informal social groups have the potential to boost knowledge flow within the company. Finally, Davenport & Prusak (1998, p. viii) pointed out: “The communities have begun to constitute a critical, if somewhat tacit dimension of organizational structure. Knowledge management [...] has helped business leaders to realize that technology doesn’t hold all the answers.” Finally, it is important to note a point of view from Tissen et al., (1998) that establishing balance is the key of successful knowledge management, where neither people should become dependent on systems, nor technologies should be dependant on humans.

Tacit and Explicit Knowledge

The concept of tacit and explicit knowledge was first introduced in knowledge management discipline by Ikujiro Nonaka, who’s research was published in 1995 and remains a keystone until today. Some researchers expanded on this by stating there is also a third type of knowledge called embedded knowledge. However, the most important distinction is between tacit and explicit knowledge, and these two types will be discussed further.

Tacit knowledge represents rich, intuitive knowledge, as stated by Davenport and Prusak (1998), as well as knowledge based on personal experience and understanding. On the other hand explicit knowledge, according to Despres and Chauvel (2000) represents rules-based and schematic knowledge rooted in organizational action capabilities. Explicit knowledge represents searchable information and therefore can be easily found or shared, while tacit knowledge is difficult to share. Since tacit knowledge cannot be easily shared and recorded, it tends to “stay locked inside the expert’s head” (Davenport & Prusak, 1998, p. 66). Nonaka and Takeuchi (1995) further argue that tacit knowledge includes practical elements that are technical in their nature, such as unique know-how, crafts, skills, but also those elements related to mental concepts such as beliefs, viewpoints, perspectives, etc. In addition, they do not view tacit and explicit knowledge as separate but complementary entities (Nonaka & Takeuchi, 1995). Therefore, their knowledge-creation model is based on their firm belief that human knowledge creation is fundamentally rooted in social interaction, while also claiming that: “[...] articulation of tacit mental models, in a kind of “mobilization” process, is a key factor in creating new knowledge.” (Nonaka & Takeuchi, 1995, p. 60) In conclusion, knowledge community is a critical factor of sharing tacit knowledge.

Knowledge Transfer

The question of knowledge transfer and its possibilities have greatly interested corporations. According to Davenport and Prusak (1998, p. 90), companies need to find ways to put knowledge into circulation by creating environment where people can talk freely and exchange their knowledge, through a system that would transfer them “in and out of the dedicated resource.” Additionally, Davenport and Prusak (1998) state that transfer of knowledge can be performed with more or less difficulty, depending on the sort of knowledge. According to

Davenport and Prusak (1998), explicit knowledge, embedded in a physical form such as database or documents, can be transferred more easily than tacit knowledge, since this form allows a greater accuracy. Tacit knowledge, on the other hand, generally requires extensive personal contact and because of this, its transfer is less effective (Davenport & Prusak, 1998). Moreover, as stated by Davenport and Prusak (1998), there are two characteristics of knowledge transfer - velocity and viscosity. The term velocity refers to the speed of the knowledge transfer, while viscosity is characterized as richness (volume) of the transferred knowledge.

Knowledge Codification

Knowledge codification represents the process of capturing knowledge and its interpretation. As stated previously, explicit knowledge can be formalized and codified easily, while tacit knowledge represents a greater challenge since it requires personal contact. As mentioned by Davenport and Prusak (1998) and Despres and Chauvel (2000), highly tacit and complex knowledge developed over a long period of time is extremely difficult if not impossible to transfer, since it cannot be codified. Therefore, tacit knowledge first needs to be articulated and then transcribed in a digital format. For this reason, some companies encourage personal contact and interaction between employees (Davenport & Prusak, 1998), in order to keep the company's knowledge alive, in-motion and most importantly - remaining inside the company. According to Davenport and Prusak (1998), the main purpose of knowledge codification is putting the knowledge into a usable form, but not necessarily into a computer code, so that this knowledge can be easily used for problem-solving by experts and managers in the future. One example given by Davenport and Prusak (1998) is about an enterprise that uses knowledge codification of 'failed' company's solutions as they can be useful in some other future scenario.

2.2. Branding

Many authors agree upon consumers being the ones who decide if a brand will maintain its power in the market or it will disappear. Therefore, their opinion becomes branding's ultimate driver. According to Jeffery (2010, p. 75): "Branding is one of the most fascinating and unique aspects of marketing, because branding is all about customer perception." In addition, according to a more rational perspective about branding from Keller (2013, p. 36): "Branding creates mental structures and helps consumers organize their knowledge about products and services in a way that clarifies their decision making and, in the process, provides value to the firm." Moreover, Kapferer (2008) sees brands as company's most valuable intangible assets, constructs that reside in the minds of its consumers, and thus the reflections of consumer's perception and attitudes. Interestingly, all these views are summarized in a view from Healey (2009, p. 6): "A brand is a promise of satisfaction" [my translation from Portuguese]. Therefore, branding represents a dynamic process built over

time (Kapferer, 2008), as a company's "image becomes a synonymous with a set of values" (Vaid, 2003, p. 12), in a mutual relationship and interaction between brand and its consumers (Mattsson, 2000). This means that a main goal of branding is to reach customer satisfaction, or in other words - customer satisfaction is regarded as the essence of branding.

2.3. Brand Management

According to the previous statement, the essence of brand management is creating a brand promise and materializing this promise into a product or a service, as well as further maintenance of the achieved results. Hence, brand management's main goal is to build and maintain corporate's reputational image. As referred by Keller (2013), the stronger the brand, the more associations it produces.

It is well-known that all business managers are directed towards achieving results. Since branding as a discipline deals with both tangible and intangible brand assets, their efforts are focused around managing both of these aspects, in order to ensure brand's steady market position. In his milestone study, Kapferer places his attention and illustrates his correlated approach in the concept of tangible and intangible brand models, claiming that this correlation, in fact, represents "the essence of brand management" (2008, p. 55). Kapferer (2008) further elaborates on this while explaining that there are two possible application models: 1) from tangible values (product advantages) to intangible values (brand/product associations) and 2) from intangible values to tangible. Also, Kapferer (2008) acknowledges that over time these intangible values that represent associations with the brand, typically move up (climb) the ladder over time, starting from brand tangibles - as demonstrated with the vertical axis of Figure 2. In fact, they can also go reverse way, from brand intangibles to brand tangibles.

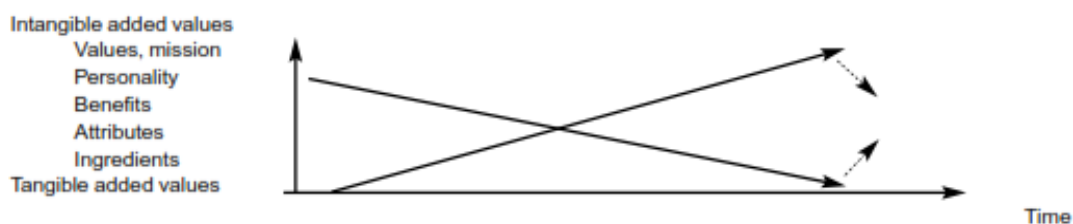


Figure 2. The two models of brand building through time, Adapted from Kapferer (2008, p. 56)

Thus, Keller (2013) concludes that the potential of branding is in leveraging this intangible potential, which he refers to as 'proactive' brand management. Of course, in order for a brand to act proactively instead of reactively, a smart knowledge management system needs to be introduced, including both brand and business model, since according to Kapferer (2008, p. 153): "[...] the brand is not a self-sufficient asset." Also, it requires a system that tracks and measures all the actions between brand and consumers. Finally, Jeffery (2010)

revealed in his research that brands who have achieved this have accomplished a significant results in the market.

2.3.1. Knowledge Brand

Knowledge brand refers to any type of brand able to collect the information first turned into insights and then into brand knowledge (Eppler & Will, 2014). Thus, the collected insights are developed, elaborated and transformed by brand management into a certain brand action or experience. The brand knowledge is constantly circulating from one form to another and for this exchange to happen, a brand must incorporate knowledge generation into its system and thus become - a knowledge brand. In addition, Ind, Fuller and Trevail (2012, p. 33) elaborate on knowledge brands as follows:

They evolve because of the experiences and resulting expectations of people as they buy, use, adapt, discuss and interact with the brand and the absorption of those experiences by employees who in turn can use that knowledge to re-structure and re-present the brand.

Indeed, according to Keller (2013) intangible brand assets become one of the crucial branding subjects, since they are not easily copied. As a consequence, values obtained from knowledge generation can greatly contribute to the image of the brand (Keller, 2013), as it includes skills, methodologies and experiences, joined together in a comprehensive way (Eppler & Will, 2014). Additionally, as stated by Eppler and Will (2014) branding this unique company's knowledge becomes a key focus of marketers and an important marketing management activity. As further discussed, knowledge branding directly contributes to the company's image and reputation through a unique offer, that usually represents a blend of product and service that is rare and difficult to imitate (Eppler & Will, 2014). Moreover, for Eppler and Will (2014) brand as more than a service, however branded knowledge is usually formed from a "service-oriented relationship" between brand representatives and its final consumers.

2.3.2. Brand Communities

Communities are perceived as a group identity, formed by people who share their passion about a certain idea. According to Muniz & O'Guinn (2001, p. 412): "A brand community is a specialized, non-geographically bound community, based on a structured set of social relationships among admirers of a brand." The authors further claim:

Like other communities, it is marked by a shared consciousness, rituals and traditions, and a sense of moral responsibility. [...] These communities may form around any brand, but are probably most likely to form around brands with a strong image, a rich and lengthy history, and threatening competition. (Muniz & O'Guinn, 2001, p. 415)

Many theoreticians agree over the power of communities as well as the growing importance they are starting to place in the areas of marketing and branding. One of them is Kapferer (2008) who claims that communities represent influential living groups, which are now becoming the main influencers of brand building, instead of individual consumers. Kapferer (2008), further elaborates on community as a living entity that consists of individuals connected through everyday interaction in a form of communication and participation. Furthermore, Ind et al. (2012) recognize the importance of forming a special community bond, in which participants start to feel motivation and a sense of belonging. Thus, Ind et al. (2012) argue how individuals find motivation for this group interaction as they begin to form relationships. Finally, they point out that consumer interaction has a positive effect, both on company's business and on participants themselves (Ind et al., 2012).

In the context of this research, there are two types of communities: 1) external (consumers) and 2) internal (stakeholders) that can consist COP (Communities of Practice). It is through this interactions and relationships between customers and stakeholders alike that knowledge is being produced. In the case of external communities (company's stakeholders), knowledge generation comes from different company's departments (Wenger, 2000). It circulates through the organization, thus representing a dynamic activity rooted in the "informal networks of practice" (Davenport & Prusak, 1998, p. 37), in contrast with the individual knowledge creation. Moreover, it can be concluded that knowledge community, with both of its aspects (internal as well as external), represents a crucial mean of sharing tacit knowledge, as this type of knowledge requires personal contact in order to be shared when compared to explicit that is easily shared in a digital form.

As Kapferer (2008) further reports, following the technological advancements, the best way to stimulate consumer interaction is through virtual communities, as most of consumer interactions of today are established via internet through using computers and smartphones. Thus, some of the possible tools for virtual communities, according to Kapferer (2008) are: online magazines, chatlines, forums, FAQs (Frequently Asked Questions) etc. Finally, he notices that because service plays a vital role in virtual communication, it needs to be managed with a special care (Kapferer, 2008).

2.3.3. Communities of Practice (COP)

Communities of Practice (COP) are "informal cooperation and communication networks" (JiHao, SuiYa-ting, & SuoLing-ling, 2017, p. 205) that companies can use to promote innovation and improve their system of accumulating the creative capacity and intellectual capital. According to Wenger (2000, p. 208): "A community of practice is different from a mere community of interest or a geographical community, neither of which implies a shared practice." According to JiHao et al. (2017), the role of communities of practice is significant because they spread individual tacit knowledge (practices, skills, etc.) while transforming it into company's knowledge. For example, co-workers who share complementary knowledge may spontaneously create a group through means of communication such as emails,

newsletters or meetings. (Davenport & Prusak, 1998). According to (Wenger, 2000, p. 210,211):

A community of practice is different from a *business or functional unit* in that it does not involve reporting relationships among members but is based on collegiality.

A community of practice is different from a *team* in that the shared learning and interest of its members are what keep it together.

A community of practice is different from a *network* in the sense that it is “about” something; it is not just a set of relationships.

As stated by Wenger (2000), Communities of Practice are based on three major elements: 1) the sense of purpose (meaning behind its actions) 2) the relationship formed through mutual engagement, and 3) the achieved results. Furthermore, Wenger (2000, p. 209) claims: “Members of a community of practice are informally bound by the value they find in learning together.” Therefore, in the context of knowledge branding, it can be concluded that results of COP are achieved through collaboration - developing routines and knowledge (expertise know-how or embedded knowledge).

According to JiHao et al. (2017), Communities of Practice (COP) promote informal knowledge sharing, which represents an entirely new approach since companies are formal entities and as such do not incorporate an informal knowledge into their structure. JiHao et al. (2017) further note that Communities of Practice are based on knowledge sharing, and therefore represent a great tool (effective and low-cost) for companies to improve their knowledge performance. Jihao et al. (2017, p. 205) further elaborate on possible benefits for both companies and individuals by stating that COP as an “comprehensive knowledge platform” can pass down the best practices, as well as increase the overall creative capacity. Even though Wenger (2000) sees Communities of Practice (COP) as one of company’s most valuable assets, JiHao et al. (2017) advise that the most favorable solution for knowledge generation is combined implementation of both formal (traditional enterprise structures) and informal (COP) structures.

Certainly, managing communities can represent a challenge. However, successful business leaders recognize the potential of both online and real-world communities. For this reason, they are trying to understand the nature of these communities and to place the benefits of its members as a main focus (Bal, Weidner, Hanna, & Mills, 2017) while searching for the ways to preserve them (Wenger, 2000).

2.3.4. Innovation

The positive effects of technology are widely known, such as capturing, storing and transforming data, information and knowledge. Technology allows speed (Rollett, 2003), data storage capacity, accessibility etc. According to Kapferer (2008) innovation is a main source of company’s development and a prerequisite for achieving success in the market (competitive advantage). The brands grow out of innovation (Kapferer, 2008) while innovation, at the same time, is being directed by brand ideology (Ind et al., 2012). In

addition, innovation technology (particularly information technology) can be used by companies for transforming data and information into knowledge, and capturing the human qualities of such knowledge (Davenport & Prusak, 1998). As stated by JiHao et al. (2017) in order to achieve success, companies need to explore and convert commercial value in an efficient manner, through implementing a smart knowledge platform (Lin & Xiao, 2017). Therefore, it can be concluded that, information technology provides the structure in which knowledge is created and exploited.

One of the technologies that has been proven efficient for knowledge management tasks is Artificial Intelligence (AI), as some of its methods allow systems to further enhance its already-contained knowledge (Rollett, 2003). There are different branches of Artificial Intelligence used in Knowledge Management suitable for representing knowledge (Rollett, 2003) such as: expert systems, automated reasoning, neural networks, inductive learning, and case-based reasoning. Authors are usually opting for expert systems and case-based reasoning. In addition, expert systems are more rigid (structured) and they capture or imitate human knowledge by relocating it into a rules-based system. On the other hand, case-based reasoning (CBR) is able to reflect fluid thinking by extracting knowledge from narratives (Davenport & Prusak, 1998).

2.3.5. Customer Satisfaction

Taking a closer look at the phenomena of customer satisfaction, it is noticeable that the old-fashioned saying: “The customer is always right” still seems relevant for today’s business landscape, placing the importance of serving and connecting with the consumers, as well as acknowledging their pivotal role in brand’s survival on the market (Gobé, 2001). Kotler (1999; 2010) also agrees that brand success fundamentally depends on meeting the consumer needs. In fact, it is the main purpose of brand existence, since the customer represents a decisive factor for brand’s market success (Solomon, Bamossy, Askegaard, & Hogg, 2006). Thus, today’s marketing is replacing its old consumer approach based on brand awareness with a service-oriented approach. In order for a brand to retain its loyal customers, it needs to innovate and offer a high level of service. This is achieved through cultivating company’s specialized skills and best practices, as well as constant engagement with the consumers to ensure continuous delivering of brand value. In addition, it is widely known that high level of service influences customer satisfaction, and consequently, company’s reputation, image and finally - profit. For this reason, customer satisfaction is perceived as means for evaluating an overall brand performance. Specifically, customer satisfaction is considered as a construct for determining the level of service through KPIs (Key Performance Indicators) measurement (Rosa, 2013).

Researchers such as Kotler and Solomon (2010; Solomon et al., 2006) see customer satisfaction as dependent on consumer perception of: 1) quality of service 2) main product attributes and 3) whether it meets consumer expectations. In summary, since customer satisfaction is viewed both as an assessment (of the previous service) and satisfaction, and

overall it should be considered as an attitude. According to Rosa (2013), there are two main perspectives about the definition of customer satisfaction: perspective related to a specific transaction (assessment of the quality and service) and a perspective related to the accumulated satisfaction (assessment of the accumulated memory about service and reputation based on previous purchase history). In fact, according to the perceived level of the provided service, customers can form positive or negative critical quality parameters, as there are varieties of positive or negative lasting attitudes, that have been generated over time. Moreover, it is important to note that these attitudes are closely related to company's credibility (brand promise). For this reason, it is fundamental for companies that they constantly monitor these main attributes (especially those related to service), as they represent the parameters that show customers' desires according to high level of importance (desired the most by consumers). In practice, this can be achieved through company's structural modeling and metric scales, that are suitable for brand control for achieving precision and rigor on all performance levels. Furthermore, in order to measure consumer satisfaction, quality of service needs to be registered and managed in an efficient manner (e.g. real-time), through a use of innovative technologies (Rosa, 2013). Hereby, the implementation of advanced metric devices is necessary in order for companies to achieve comprehensive, efficient and rigorous performance control and management.

2.3.6. Brand Love

It is not new that the emotional response is considered a fundamental factor in forming connections together with brand experience. In fact, it is the consumer who defines a brand relationship through his/her interests, expectations and actions. Authors agree that a strong emotional attachment towards brand can be interpreted in the same way as love towards another person. Brand love requires involvement, and as such represents a main factor for measuring the emotional connection (in a form of passion, attachment etc.) between consumer and the brand. In addition, Gobé (2001) argues that brands reach the emotional level through establishing a relationship with its consumers. According to Solomon (2006), the emotional response towards some brand depends on the "meaning" that the consumer has for this brand. Brand love surely represents an expression of intense sentiment that consumers have towards the brand and it is essential for understanding consumer behavior, as is a result of long-term relationships. For Kamat e Parulekar (2007), brand love represents full expression of satisfaction. Yet, love and satisfaction are not the same, even though they are closely related. In addition, brand love is characterized by emotional response, while satisfaction is considered as cognitive process. If the consumer is passionate about the brand, he/she gets emotionally engaged and starts forming a relationship with a brand. Thus, brand love concept presumes that consumer satisfaction leads to bigger consumption Carroll and Ahuvia (2006). Correspondingly, it is argued that the consumer would experience a sense of loss if the brand would stop existing or stop being available (Bagozzi, Batra, & Ahuvia, 2014).

2.4. Relevant Knowledge Management Models

Knowledge means “mapping from reality” (Rollett, 2003) and thus, requires a structure in a form of brand models. Such systems are important for establishing routines and patterns for knowledge transfer in businesses, as stated by Nonaka and Reinmoeller (2000). According to Aaker and Joachimsthaler (2000, p. 26):

[...] the organizational process needs to provide a common set of inputs, outputs, and vocabulary, that all will use. The communication system should allow for the sharing of insights, experience, and brand-building initiatives. In short, the organization must establish a brand-nurturing structure and culture.

For this reason, it is important to investigate well-known knowledge management approaches and provide an overview of relevant models in a preliminary context, while focusing on structures for generating and applying company’s knowledge. The outline of the knowledge brand models relevant to this study, as well as JIT Knowledge Brand Model, Rosa (2016,2017), are listed in Table 1.

Table 1. Overview of Knowledge Management Models

Model	Author/Creator	Book	Year	Focus
1. Three Pillars Model by Wiig	Karl Wiig	Knowledge Management Foundations	1993	This comprehensive framework illustrates how knowledge can be created and used by people and organizations
2. SECI Model by Nonaka	Ikujiro Nonaka	The Knowledge Creating Company - How Japanese Companies Create the Dynamics of Innovation	1995	The knowledge spiral shows four types (methods) of knowledge transformation responsible for innovation
3. DIKAR Model		Knowledge Horizons	2000	This model shows knowledge transfer within organization and its transformation from data to results and vice versa
4. JIT (Just-in-Time) Knowledge Brand Model by Rosa	Carlos Alves Rosa	Just-In-Time Measuring Brand Comprehension (customer satisfaction and emotional attachment) and Brand Evolution (co-creative innovation flow)	2017	Diachronic approach to Knowledge Management through real-time performance measurement and co-creative innovation flow

2.4.1. Three Pillars Model

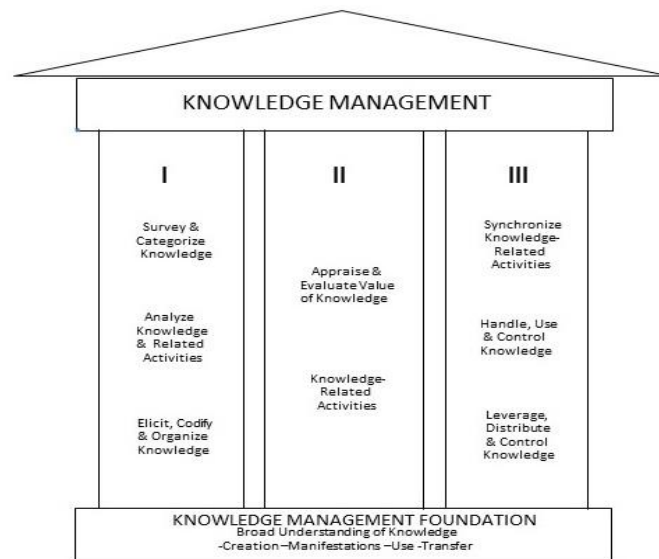


Figure 3. Three Pillars of Knowledge Management (Wiig, 2000, p. 69)

This model from Wiig (2000) represents a comprehensive framework that consist of methodologies and approaches for successful knowledge management. Also, it shows the process of how people and organizations can create and use knowledge. Moreover, as stated by Despres and Chauvel (2000), the model consists of three pillars and a foundation of knowledge management, while the foundation comprises of the three ways knowledge is created, represented (manifest) and used (transferred) as in Figure 3.

2.4.2. The SECI Model

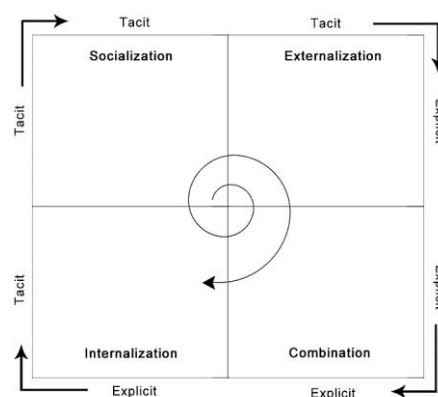


Figure 4. The SECI Model (Nonaka & Reinmoeller, 2000, p. 91)

Nonaka and Reinmoeller (2000) argue that knowledge becomes a valuable set only if structured into a form of mental models or a technical know-how. According to Nonaka and Reinmoeller (2000) and Nonaka and Takeuchi (1995), in the spiral of SECI process - model of

knowledge creation and utilization, knowledge is created through the interaction between tacit and explicit knowledge, and formed through four types of knowledge conversion: socialization, externalization, combination, and internalization (Figure 4). As stated by Nonaka and Reinmoeller (2000), it is through these processes that both tacit and explicit knowledge manage to expand.

Socialization and externalization are the core drivers of creation of knowledge as implied by Nonaka and Reinmoeller (2000). Socialization is a process of converting new tacit knowledge through shared experiences (from tacit knowledge to tacit knowledge) such as shared mental models and technical skills as explained by Nonaka and Reinmoeller (2000) and Nonaka and Takeuchi (1995). On the other hand, Externalization represents a process of articulating tacit knowledge into explicit knowledge (from tacit to explicit knowledge), for example through metaphors, analogies, diagrams, or prototypes. In the next part of the model, combination and internalization are focused on utilization of knowledge. Combination (from explicit knowledge to explicit knowledge) is a process of converting explicit knowledge into more complex sets of explicit knowledge, in a form of documents, meetings or communication networks, such as data mining in large-scale database (Nonaka & Reinmoeller, 2000). Finally, as stated by Nonaka and Reinmoeller (2000), Internalization (from explicit knowledge to tacit knowledge) is closely related to learning by doing and it embodies process that turns explicit into tacit knowledge. It is through internalization process that the knowledge is shared throughout the company, while affecting and broadening the mental models of company's members (Nonaka & Reinmoeller, 2000).

2.4.3. The DIKAR Model

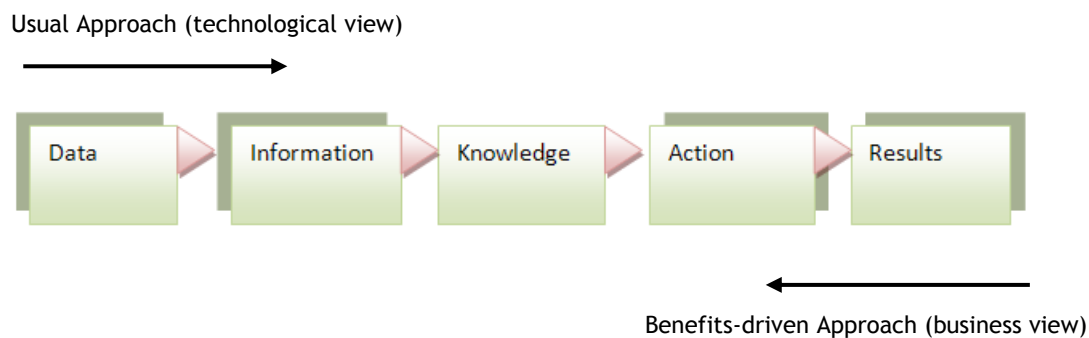


Figure 5. The Dikar model (Murray, 2000, p. 174)

As stated by Murray (2000) the DIKAR Model represents an abbreviation for Data, Information, Knowledge, Actions and Results (Figure 5). This simple framework has proved beneficial regarding knowledge management-related issues, as it helps to distribute accumulated knowledge within the enterprise. It is designed for achieving business results by following the relationship between data, information, knowledge, and strategic actions. This is a traditional approach, from left-to-right, and it is useful for gaining insights on how business is

done. The left-to-right approach is more suitable for well-established companies. However, when a company aims to achieve goals by following a completely new business path, the reversed approach (in a right-to-left direction) to the DIKAR model - RAKID is more advisable.

2.4.4. The Just-In-Time Knowledge Brand Model

According to Aaker (1995), a common challenge many businesses are having is creating a basic structure for achieving success long-term. It is argued that by following the 'logic trail' can lead marketers to major findings, and consequently better decision-making (Davenport & Prusak, 1998). For this reason, there is an urgent need for a system that would be able to detect and respond to consumer needs in real time.

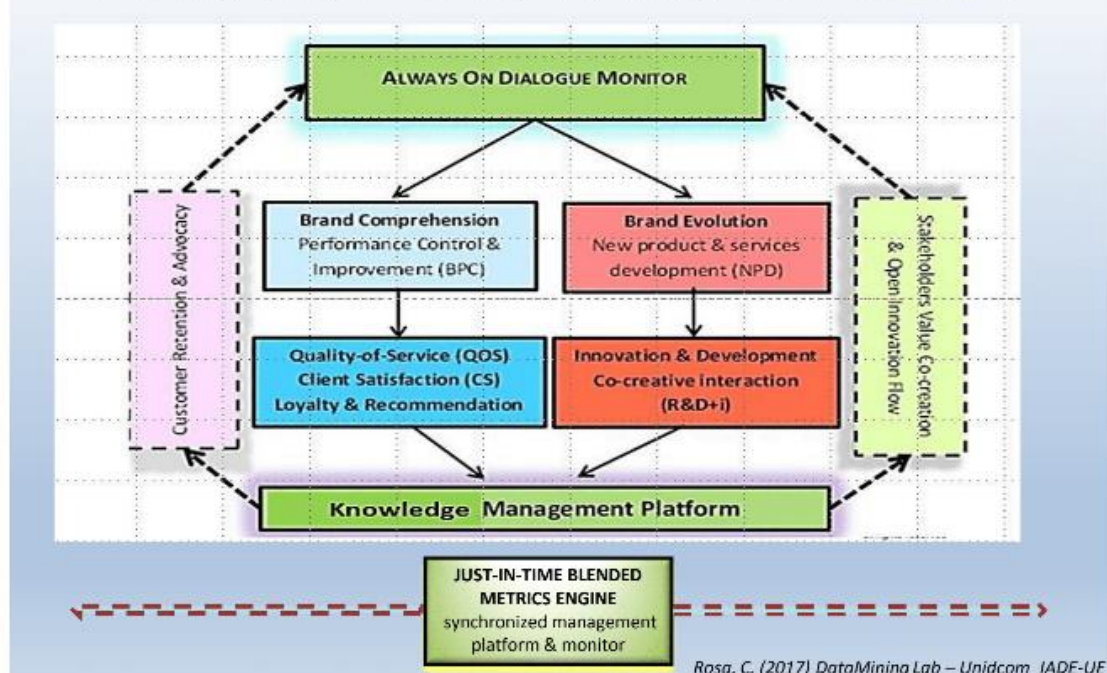
This system in a form of a knowledge map would allow gathering, analyzing and implementation of the most important marketing and brand insights, while also assisting managers in decision making. Therefore, as a response to these market needs, JIT (Just-In-Time) Knowledge Brand Model is introduced. This comprehensive device for managing brand knowledge and innovation is designed as an interactive communication approach for continuous synchronic brand management.

JIT Knowledge Brand Model is a dynamic real-time model for reporting, capturing and using of new knowledge. Its main function is shaping the brand's authenticity through co-creation (knowledge sharing) and measuring consumer feedback (satisfaction). In other words, the purpose of this model is to facilitate the development of new products, services and territories (i.e. brands) by using two synchronized pillars: 1) Brand Comprehension (performance control and improvement) and 2) Brand Evolution (co-creative innovation flow) (Figure 6). JIT Knowledge Brand Model is focused on a system stage, with an aim to optimize brand performance and customers' satisfaction by providing ongoing insights to brand managers to maximize company's effectiveness and drive growth through measurable marketing objectives, as seen in Figure 7. Most importantly, this device and interactive communication system is meant to assist companies with solving day-to-day tasks, but it also presents a long-term solution for optimizing brand performance.

JIT Knowledge Brand Model is successfully applied to tourism and hospitality industry in real-life context - in the city brand management of Lisbon, Portugal. In addition, this study proves effectiveness of JIT Knowledge Brand Model as it confirms positive effects in terms of increased motivation (engagement) of both - city users and stakeholders (Rosa,2016).

Just-in-Time Knowledge Brand Model

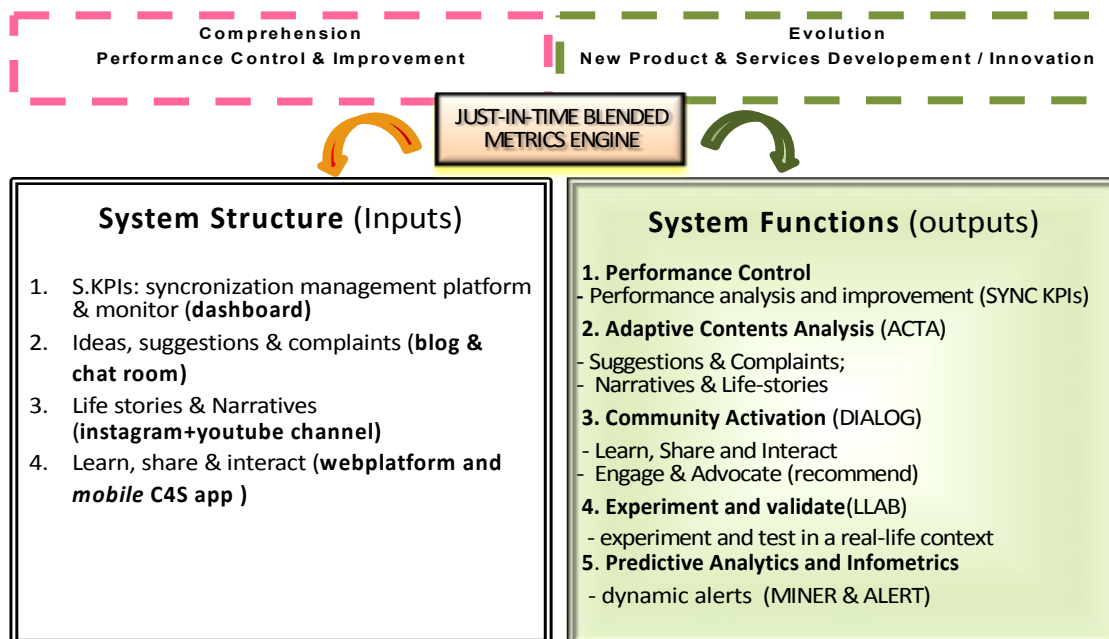
Knowledge Management through *Brand Comprehension* and *Evolution*



Knowledge Management - Carlos Rosa
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Figure 6. The JIT (Just-In-Time) Knowledge Brand Model (Rosa, 2016,2017)



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Figure 7. The JIT (Just-In-Time) Knowledge Brand Model Blended Metrics Engine (Rosa, 2016, 2017)

The JIT (Just-In-Time) Knowledge Brand Model by Rosa (2016,2017) is designed for managing knowledge and a continuous improvement of brand performance and innovation. By following this conceptual framework, marketers can measure brand performance by tracking the 'value creating process' real-time and better understand the effects of their marketing efforts. This is achieved through a methodological set of processes, tools, operational applications and metrics (KPIs), where information is reported immediately. This bidirectional interactive communication model facilitates co-creation of products, services and resources through think-tank or patent registration. Therefore, the basic functions of this platform: sharing, learning, acting, comparing, testing and rating are used for collecting real-time data and optimizing brand performance, customers' satisfaction and thus, quality of life.

According to Rosa (2016), today's consumers are well organized, and they express tribal-like behavior. Hence, understanding this behavior is the key for capturing the decision-making power. There are two factors related to this behavior such as: WOM (word-of-mouth/keyboard) (Keller and Lehmann (2006), and Prosuming (collaborative and productive consumption). According to Keller and Lehmann (2006), WOM as a phenomena, has a particular impact on the future of the results of product-market (fashion brands) results. In addition, Prosuming is regarded as a tool for stimulating interaction between consumers with an aim to deepen the bonds and create familiarity between brand and consumers. As stated by Simões (2016, p. 35): "People may be compelled to make evaluations by rewards concerning the control of one's environment, by positive social interaction, and by the opportunity to self-expression and enhanced self-image. In addition, both WOM and Prosuming are dependent on perception and attitude, attribution to the value as well as social influence. In his study, Rosa (2016) throws a light on another concept - Smart Branding. Smart Branding is linked to the creation of intelligent systems, products and services. Additionally, this concept is built on innovation technology while establishing a dialogue through multiple communication channels. As there is a prerequisite for massification of information, this dialogue is achieved through different apps and social media that serve as a base for co-creation of value.

In the context of brand management, this model allows continuous flow of new ideas such recommendation, suggestions and complaints. Also, it allows the capturing of knowledge which is crucial, as it enables further practical use of this information and formulation of steps by managers, before taking any action.

Chapter 3. Research Problem and Purpose

3.1. Research Problem and Purpose

As a response to modern market challenges and a need for better decision-making, a new brand model has been introduced. JIT (Just-In-Time) Knowledge Brand Management Model (Rosa, 2017) is presented as a clear and applicable mechanism for capturing business insights and optimizing brand performance and innovation. This thesis deals with the topic at hand while focusing on the implementation side - testing of the JIT Model, as an interactive communication device for brand control and innovation, through measuring consumer satisfaction, loyalty and recommendation in real-time. The purpose of this thesis is to provide a useful, relevant and applicable information about JIT model through implementation and measuring the impacts of JIT Knowledge Brand Management Model in the case of the fashion brand GUESS. JIT Knowledge Brand Model is focused on a system stage, with an aim to optimize brand performance and customers' satisfaction by providing ongoing insights to brand managers for maximizing effectiveness and driving growth through measurable objectives. Hopefully, this study will serve as a framework for future discussions and research.

3.1.1. GUESS Brand Profile and Market Positioning

Brand Framework

According to GUESS brand profile (Table 2) GUESS is an American fashion brand and retailer with headquarters in California. With its famous logo composed of reversed triangle and a question mark (Figure 8), GUESS represents one of world's most recognizable brands. Founded in 1981 by four brothers George Marciano, Maurice Marciano, Armand Marciano and Paul Marciano, it is considered today for a multi-faced global fashion and lifestyle brand. This is because, GUESS brand offers a diverse range of products for man and women of all ages, as well as for kids. In fact, each product category is carefully designed in order to reflect same unique brand aesthetics. In addition to women and men apparel GUESS also offers accessories such as shoes and bags, watches, jewelry, sunglasses, perfumes, lingerie, swimwear and sportswear (Table 3).



Figure 8. GUESS logo, all rights reserved by GUESS Inc.

GUESS became famous for its top seller product - stonewashed jeans, that were lighter and had a better fit than competitors. Driving force behind company's success is commitment to superior quality and remarkable brand image. When creating a brand, Marciano brothers were inspired by both American culture and European craftsmanship. Their striking black-and-white marketing ads achieved enormous success and established the direction for brand GUESS, all due to Paul's keen eye for dramatic photography that provoked emotional response in the viewer. These iconic, bold and sensual images brought to the spotlight numerous renowned photographers and supermodels such as Claudia Schiffer, Eva Herzigova and many more. However, GUESS is not inspired only by the mesmerizing model faces but also with very real men and women who represent a true inspiration. It has a distinctive image that is relaxed, fashionable and sexy at the same time (*Guess Fiscal 2011 Annual Report*, 2011). It is believed that GUESS gained its success for finding this fine line between glamorous fashion fantasy and everyday life. In Portuguese market brand GUESS is a part of Brodheim Group Retail Company with a total of 19 stores, located in main cities.

Table 2. GUESS Brand Profile

Company	GUESS? Inc.
Industry	Fashion
Category	Apparel & Accessories
Sector	Retail

Core Brand Overview

Table 3. GUESS Core Brand Overview, all rights reserved by GUESS Inc.

	GUESS	GUESS ACCESSORIES	GUESS UNDERWEAR	MARCIANO
BRAND LAUNCH	1981	1984	1994	2004
TARGET CUSTOMER	millennial women & men	millennial women	millennial women & men	affluent women 20s to 40s
BRAND MANTRA	young, sexy fashion forward line	young, sexy fashion forward line	young, sexy fashion forward line	upscale, sophisticated, contemporary
LIFESTYLE ASSORTMENT	apparel & footwear	accessories	underwear, loungewear and swimwear	apparel, accessories and footwear
RETAIL STRATEGY	'A' / 'B' malls, premier shopping streets & department stores	'A' / 'B' malls, premier shopping streets & department stores	'A' / 'B' malls, premier shopping streets & department stores	'A' malls, premier shopping streets & department stores

GUESS STP

Table 4. GUESS STP Analysis

STP	
Segment	Fashion, Jewelry, Cosmetics
Target	Fashion-centric women and men; kids
Positioning	Redefining a jeans brand into a lifestyle brand

GUESS Segment

There are five GUESS segments: North American Retail, Europe, Asia, North American Wholesale and Licensing segment (*Guess Fiscal 2011 Annual Report*, 2011). In the Europe segment, GUESS sells its products through wholesale, retail and e-commerce channels. In the year 2016, Europe segment reached approximately 33.0% of total brand GUESS revenues ("Guess Inc (GES) Divisions, Quarterly Segment Results - CSIMarket," n.d.). GUESS sells fashion, jewelry and cosmetics (Table 4).

GUESS Target

GUESS Europe uses its demographic strategy to target their consumers, both women and men. GUESS Targeting significantly depends from the market. In the USA the target audience is mostly as young as Millennials, while in European market, GUESS has a more mature client audience. This is also the case in Portugal, with GUESS clients mostly being mature and belonging to middle-to-high income classes (Tables 5,6 and 7).

Table 5. GUESS Target - Men Customer Overview, all rights reserved by GUESS Inc.

TARGET
THE GUESS CUSTOMER
(MEN-CUSTOMER OVERVIEW)
PROFILE: A man between 21 and 40 years old. He is adventurous, social and loves to go out. He is an alpha guy, self-confident, talkative and daring- he would try anything no matter how risky it is.
FASHION STYLE: Though he is conscious of his style all week long, the weekend is his time to showcase his trend-forward sensibility. He has a wild but urban style.
GUESS LOOK: He embraces a variety of looks from week to weekend that is trend-driven. He can wear the GUESS brand for any occasion, but he primarily wears it for nightlife, weekends or casual Fridays.
BRAND PERCEPTION: He is drawn to the GUESS name and seeks out premium denim, tees and trend-right pieces to create his signature look.
LIFESTYLE AND HOBBIES: In his free time, his focus is on fitness, going out with friends and spending time with family.
SOCIAL MEDIA USE: He is tech-savvy and active on all social channels and uses them frequently to share photos and videos of himself with friends and family.

Table 6. GUESS Target - Women Customer Overview, all rights reserved by GUESS Inc.

TARGET
THE GUESS CUSTOMER
(WOMEN-CUSTOMER OVERVIEW)
PROFILE: She is a woman between 16 and 35 years old. She is confident and modern, self-aware and social, with a sense of adventure. She enjoys attention and being watched by other people. She is over the top person and has a flashy style. She is a free spirit, determined and passionate. She is a type of person that looks sexy and chic even with just a pair of skinny jeans and she loves accessories to complete her look.
FASHION STYLE: She is a trendsetter with a definite sense of her own style and finds inspiration everywhere.
GUESS LOOK: She embraces a variety of looks from week to weekend, ranging from trend-driven to curve-hugging.
BRAND PERCEPTION: She loves GUESS name and seeks out premium denim, handbags and on-trend styles.
LIFESTYLE AND HOBBIES: Shopping and fitness play an important role in her image-conscious world. She loves to go out, whether it's a dinner, a date or a night with friends.
SOCIAL MEDIA USE: She is active on all channels and uses social media to engage with friends, share photos of herself and find style inspiration.

Table 7. GUESS Target - Marciano Women Customer Overview, all rights reserved by GUESS Inc.

TARGET
THE MARCIANO CUSTOMER
(WOMEN-CUSTOMER OVERVIEW)
PROFILE: The Marciano woman is the evolved GUESS customer that has matured age-wise (35-55 years old). She is confident and outgoing and thrives on being independent and a strong professional. She adores glamorous settings aspires to travel.
FASHION STYLE: She has a contemporary, sophisticated look with a focus on fashion both day and night.
MARCIANO LOOK: The Marciano woman expects luxury every day, not just for special occasions, and loves the designer accessibility.
BRAND PERCEPTION: She loves the Marciano name and comes to the brand to fulfill her love for rich trims and textures, stunning design and elegant wear.
LIFESTYLE AND HOBBIES: She lives a glamorous life and fills her calendar with wine-tasting, art openings and events. Image is important to her and she takes pride in her fit lifestyle and her impeccable presentation.
SOCIAL MEDIA USE: She is active across all channels and uses them to engage with friends, share photos of her travels, nights out as well as to find style inspiration.

GUESS Positioning

GUESS is positioned as one of the most recognizable brands in the fashion industry (Figure 9). It is perceived as a high-quality (premium-to-luxury) brand, with a unique and fashionable product offer that differs from other competitors. In its essence, it is an American lifestyle brand with European influences and craftsmanship. GUESS is recognized as a worldwide leader in quality denim (jeans), with unique washes and fit.



Figure 9. GUESS Global Brand Positioning (Adapted from GUESS Inc., all rights reserved)

GUESS SWOT Analysis

According to SWOT Analysis, GUESS brand strengths, weaknesses, opportunities and threats are as defined in Table 8.

Table 8. GUESS SWOT Analysis

SWOT	
Strengths	<ul style="list-style-type: none">- Iconic and recognizable brand image- Diverse product range, style variety- Good balance between price and quality- Brand for all ages- Strong geographic presence- Loyalty programs- Two-year warranty
Weaknesses	<ul style="list-style-type: none">- Counterfeit products that affect brand sales- Lack of technological innovation- Slow response to current fashion trends- Use of lower quality of material at a high price point
Opportunities	<ul style="list-style-type: none">- New designs, materials and product range- E-commerce and online presence- Incorporating new technologies such as AI (Artificial Intelligence)- Expanding into new markets
Threats	<ul style="list-style-type: none">- Competition- Rise of labor costs

3.2. Conceptual Framework and Research

Objectives

The main objective of this study is to validate JIT Knowledge Brand Model by Rosa (2017) as a device for brand control and innovation. The goal is to test JIT Model as a tool for optimizing how brand knowledge is used for client retention through emotional involvement (satisfaction, loyalty and recommendation) and co-creation contribution for innovation.

This research has several specific objectives with an aim to:

- 1) Identify the values that consumers of brand GUESS perceive as important (Think, Know, Feel)
- 2) Identify most relevant characteristics that stimulate client emotional involvement (satisfaction, brand loyalty and recommendation).
- 3) Identify the client collaboration levels for co-creation and innovation contribution.

3.3. Research Questions

To better understand the problematic, the following comprehensive research questions were considered:

RQ₁: What are the determinant factors of consumer emotional involvement with a brand?

RQ₂: What are the determinant factors of consumer brand recommendation?

RQ₃: What are the determinant factors of consumer interaction (co-creation and innovation) with a brand?

3.4. Research Hypotheses

As a response to the given theoretical framework and research questions, the following first level research hypotheses were raised:

H₁ - Client satisfaction, loyalty and recommendation are dependent on feeling good and represented by the brand.

H₂ - Client satisfaction is dependent on interaction with the brand.

H₃ - Client satisfaction is dependent on a good quality-price relationship of brand and products.

H₄ - Client satisfaction is dependent on a brand promotion.

H₅ - Client satisfaction is dependent on brand image and reputation.

Chapter 4. Research Methodology

4.1. Research Plan

The research is conceived as an empirical case study by mixed methods (quali-quant) in two sequential phases, as follows: 1st Exploratory (qualitative) phase in a form of F2F (Face-To-Face) interviews with GUESS clients and stakeholders (n=42). The 2nd Confirmatory (quantitative) phase data collection was completed through an online survey and involved the inquiry of 584 GUESS clients (n=584). The survey link questionnaire has been sent to the sample randomly obtained from a database of approximately 50.000 GUESS clients invited via email to reply the survey. First, the questionnaire has been pre-tested with a sample of 30 people in the same format, which showed adequate format of the survey instrument. A questionnaire has 16 closed questions, 4 complementary open questions and 3 items for profile identification.

4.2. Research Design and Procedures

This empirical case study is designed to test the effectiveness of JIT (Just-In-Time) Knowledge Brand Model Rosa (2016) for continuous brand management and innovation. It is applied to a fashion brand GUESS - both its clients and stakeholders, through a mixed methodology approach (quali-quant). The research process is divided into two sequential phases: 1) Exploratory (Qualitative) and 2) Confirmatory (Quantitative). It is decided to use both qualitative and quantitative research methods as they complement each other, according to table 9.

Table 9. Research Design

PHASE 1 - EXPLORATORY	PHASE 2 - CONFIRMATORY
QUALITATIVE - INTERVIEWS Semi-structured F-2-F interviews	QUANTITATIVE - QUESTIONNAIRE Pre-test and final

Procedures

GUESS clients and stakeholders in the territory of Portugal were targeted in the 1st phase (interviews), while in the 2nd phase (online questionnaire) only GUESS clients in the territory of Portugal were targeted. The 1st phase represents diagnostics, with the aim to collect, understand and evaluate the insights. The 2nd phase is developed for further measurement of the collected insights. Here, the 1st phase of the study (F-2-F interviews) included semi-open questions, while the 2nd phase (self-completion online survey) included open and closed questions.

Exploratory Phase Procedures

In the 1st Exploratory phase (qualitative), GUESS clients and stakeholders were subjected to in-depth interviewing in a duration of half an hour to an hour. The interviews were conducted using Laddering of CIT (Critical Incident Technique) in a form of F2F (Face-to-Face) semi-open interviews, targeting 42 women and men (n=42) in an age range from 18 to 60+ years old. Sampling issues include: all adults, 35 Portuguese nationals (83,3%) and foreigners (16,6% 7), from which 88% were females and 12% males. The interviews were carried out in 4 different GUESS stores in Lisbon, located in Avenida da Liberdade, Shopping Mall Amoreiras, Shopping Mall Colombo (GUESS Accessories store), and Cascais Shopping Mall, as well as in the Headquarters of GUESS (Brodheim Group) located in Miraflares (Appendix 2). The sampling selection occurred in accordance with different types of clients (client profiles) who attend these four stores, while the client profiling information is obtained from the knowledge and experience of GUESS Portugal's Brand Management Team. The interviews were conducted mainly in Portuguese language, recorded and later transcribed and translated to English.

In the Exploratory phase, the interviews were structured based on Laddering of CIT (Critical Incident Technique). The types of questions used in the 1st (interviews) phase were Behavioral and Attitudinal questions, as referred by Hill and Alexander (2000) with an intention to collect information and understand consumer attitudes for further classification purposes. In the context of the internship, the in-store interviews were conducted in 4 different locations - GUESS stores in Lisbon, with different clients' profile, for more objective findings (Appendix 3). As suggested, personal semi-structured (face-to-face) interviews were used for understanding the opinion and the level of customer satisfaction, as they offer better explanations, depth, improved accuracy (Hague & Jackson, 1999). Nonaka & Reinmoeller (2000), also support knowledge transfer through face-to-face interviews, by favoring narratives in addition to structured forms. What this means is that semi-structures interviews allow more dynamics and flexibility in collecting the information, as interviewee is encouraged to speak freely about the potential rising issues. An interview guideline has been applied (Appendix 1) with the aim of understanding the overall satisfaction and opinion of

clients and stakeholders about brand GUESS. The interviews took place between March and April 2018.

Laddering Technique Content Analysis Based on the Critical Incident Technique Framework

Critical Incident Technique (CIT) is a flexible method used for collecting direct observation of human behavior, identifying problems and investigating the sources of satisfaction and dissatisfaction (mostly related to specific service or experience). It is important to find critical significance of the observations - track the incidents, as they can have either positive or negative connotation (Serenko & Stach, 2009). Laddering is a well-known, contents analysis technique, used in a qualitative market research. This method is especially important for understanding personal motives and perceived brand values that inspire purchase decisions (Abeele & Zaman, n.d.). To reach the top of these 'invisible ladder' composed of brand values, interviewer asks a series of 'why' questions. As stated by Aaker and Joachimsthaler (2000), Laddering is a great way to reach emotion-based associations by asking consumers about their experience with the brand. The analysis framework can be resumed to answering the queries: "What do you Know?", "What do you Think?" and "What do you Feel?" The guidelines used for the personal, face-to-face, in-depth exploratory interviews and according to the three interview targets, were the following: Brand Employees, Stakeholders and Clients.

Interview guidelines for experts (employees):

- What are the biggest challenges that you faced while working at GUESS/What would you Improve at GUESS?
- How significant was the challenge/Why is this improvement significant?
- What have caused the issue/What would this improvement bring?
- Additionally, when needed: What does that mean? How did it happen? What caused the problem? What did you do?

Interview guidelines for stakeholders:

- 1) What do you like most about working for GUESS? Why?
- 2) Do you have some procedure that you would change/do something differently? Why?
- 3) What do you think about GUESS? Why?
- 4) What could GUESS do better? Why?
- 5) What challenges were you facing while working at GUESS? Why did it happen? How? What would be the solution in your opinion?
- 6) Do you think that customers buy at GUESS more because of image/product/service? Why?
- 7) Is there some product/service that you would like to see at GUESS? Why?
- 8) Do you think that GUESS delivered what it promised? Why?

Interview guidelines for clients:

- 1) What do you think about GUESS? Why? What does it do? What does it do for you? How does that make you feel?
- 2) Do you like/dislike GUESS? (Why? What do you like/dislike best?)
- 3) Do you buy at GUESS? Why? What? Why do you choose GUESS over similar brands?
- 4) Are you satisfied with GUESS products and service? Why? Do you feel that the company delivered what it promised? (in terms of quality, warranty, etc.)
- 5) Do you buy at GUESS more because of brand's image, products or service? Why? Why brand/products/service?
- 6) Is there some product or service that you would like to see at GUESS? Why? Would you prefer an online or in-store service? Why?)
- 7) Do you feel connected with the brand GUESS? How? Why? Would you like to be more connected? How? (digitally or in real-life)

What could GUESS do better? Why? How?

Confirmatory Phase Procedures

The online survey (questionnaire) required the respondents to fill in the profiling part and define: gender, age, residence (city), store(s) in which they perform purchase, as well as when was their last purchase. The second part of the online questionnaire represents sixteen closed questions (items) (Q1-Q16) with a scale for assessing the level of satisfaction, as suggested by Hill and Alexander (2000). Here, respondents (GUESS clients) chose the answers from a list of predefined responses based on a 5-point Likert verbal scale with options: completely disagree, partially disagree, neither disagree nor agree, partially agree, completely agree. The questions were formatted with a single response option and the answers were forced. The third section of the online survey is in a form of three open questions and one closed (B1-B4). In the three open-form questions the respondents were asked to give new ideas about GUESS products and services. The open format is adopted as the part of the questionnaire that least influences the subject's response (Kinnear & Taylor, 1996). Answering to these questions was not forced. Finally, the last question of the survey was meant for measuring consumers' engagement and interaction, in a form of a 3-point scale questions with 'yes', 'maybe' or 'no'. The answering to this question was forced. The questionnaire was available online from 1st to 20th of August 2018.

A previous pre-test of the questionnaire was developed for a group of 30 individuals. The test was validated with no alterations to the instrument (questionnaire), so the survey was fully launched by sending an email invitation (Appendix 4). An online survey by invitation only from a company database of 50.000 clients was conducted using the Qualtrics platform for diffusion and collection of data (Appendix 5).

4.3. Sampling Method

The methods used for sampling were not probabilistic due to the nature of the brand universe. All samples were convenience extracted from the company database, according to intervenient gender profiles, as in table 10.

Table 10. Sampling

PHASE 1 - EXPLORATORY (n=42)		PHASE 2 - CONFIRMATORY (n=584)	
Female n=37	Male n=5	Female n=524	Male n=60

Total number of interviewed females is 37 (n=37), while a total number of interviewed men is 5 (n=5). Total number of interviewed female GUESS clients is 17 (n=17), while the total number of male GUESS clients is 1 (n=1). Furthermore, when looking at the number of interviewed stakeholders, the number of female salespeople is 18 (n=18), while the number of male salespeople is 2 (n=2). Also, the number of male professionals in logistics/retail is 2 (n=2) similarly as the number of females working in marketing and branding department is 2 (n=2) as in Table 11. The information obtained from the 1st phase of interviews is divided into three categories: what GUESS customers/stakeholders know, what they think and what they feel about the brand GUESS.

Table 11. Interview Plan

STORE	TYPE	GENDER	AGE
GUESS Avenida	Clients: 3 Stakeholders: 6	Feminine: 8 Masculine: 1	24-34 years: 2 34-44 years: 4 55+ years: 2
GUESS Amoreiras	Clients: 5 Stakeholders: 6	Feminine: 8 Masculine: 1	18-24 years: 1 24-34 years: 3 34-44 years: 2 55+ years: 3
GUESS Colombo Accessories	Clients: 4 Stakeholders: 5	Feminine: 8 Masculine: 1	18-24 years: 3 24-34 years: 3 34-44 years: 2 55+ years: 1
GUESS Cascais Shopping	Clients: 5 Stakeholders: 4	Feminine: 8 Masculine: /	18-24 years: 2 24-34 years: 3 34-44 years: 1 55+ years: 2
Headquarters - Miraflores	Stakeholders: 4	Feminine: 2 Masculine: 2	24-34 years: 3 34-44 years: 1

	TOTAL: 42		
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Laddering Technique was used for contents analysis and interpretation of interview data. It is meant for exploring the connection between core brand attributes (product/service), and its meanings, associations and emotions formed in the consumers' mind. These mind constructs are the essence of the employees', stakeholders' and consumers' brand perceptions, evaluations and decision-making. Before starting the interviewing process, the purpose of conducting the research was clearly stated and interviewers were asked if they agree with the conversation being taped (voice-recorded).

The 2nd (validation) phase consists of an online questionnaire, constructed in the Qualtrics platform for collecting large amount of data. The distribution of questionnaire was performed by GUESS brand management, targeting the clients from brand's client database. The questionnaire was sent via email in Portuguese language and later translated to English.

4.4. Instrument Modelization

The questionnaire consists of three parts: a customer profiling part with five items (A1-A5), sixteen items (Q1-Q16) composed with a satisfaction scale, and finally four opinion and suggestion questions (B1-B4) from which three are open-box questions (B1-B3) while the last is a closed item (B4) as seen in Table 12. The items (Q1-Q16) is based on a 5-point Likert verbal scale with options: completely disagree, partially disagree, neither disagree nor agree, partially agree, completely agree. Section (B1-B4) is composed of three open questions, while the last one is closed in a form of a 3-point scale questions with 'yes', 'maybe' or 'no' as in Table 13.

Table 12. Instrument Modelization

1. PROFILE	2. SATISFACTION SCALE	3. SUGGESTIONS & INTERRACTION
A	Q	B
5 items	16 items (5-point scale: totally disagree - totally agree)	4 items
closed questions	closed questions	open (field) questions
forced	forced	non-forced/forced

Table 13. Survey Instrument

A1 - Gender		
A2 - Age		
A3 - Location (City)		
A4 - Store		
A5 - Time of the last purchase		
Q1 - When I wear something from GUESS I feel good, confident and comfortable.		
Q2 - At GUESS, I feel free to express my personality and my style.		
Q3 - I would feel bad or uneasy without GUESS.		
Q4 - I feel sexy wearing GUESS.		
Q5 - If in the future would exist an exclusive GUESS community, I would like to be included and interact with other clients like myself.		
Q6 - Personal contact is essential when buying at GUESS.		
Q7 - GUESS offers all the necessary items for everyday life.		
Q8 - GUESS clothes have a good quality of materials and a good fit.		
Q9 - I think that GUESS innovates and has all the latest trends.		
Q10 - I believe that GUESS has excellent and friendly service.		
Q11 - I believe that GUESS is not present enough at Social Networks (Facebook, Instagram...).		
Q12 - GUESS has good balance of quality and price.		
Q13 - I see GUESS as both young and mature brand.		
Q14 - In general, I am completely satisfied with GUESS.		
Q15 - I would come back and buy at GUESS.		
Q16 - I would recommend brand GUESS to friends and family.		
B1 - In your opinion, which aspects of brand GUESS would you improve? (write 2 or 3 ideas only)		
B2 - How would you improve your experience with brand GUESS? (Online, Physical store, Sale service, Digital payments etc.) (write 2 or 3 suggestions only)		
B3 - Please share with us new ideas for GUESS products and services.		
B4 - In the end, would you be willing to regularly share pictures of your experience (good or bad) with brand GUESS?		
Yes	Maybe	No

Chapter 5. Data Analysis and Results

5.1. Descriptive statistics and sample characterization

Analysis and Interpretation of the Exploratory phase results

Regarding the interviewed GUESS clients and stakeholders, carried out in four GUESS stores in Lisbon, located in Avenida da Liberdade, Amoreiras Shopping Mall, Colombo Shopping Mall (GUESS Accessories store), and Cascais Shopping Mall, as well as in GUESS (Brodheim Group's) Headquarter building in Miraflares. In total, 42 semi-structured interviews have been carried out. As expected and according to the existing GUESS target audience which consists mostly of women, there was noted a significantly higher number of interviewed women (88%) than men (12%), with the average age of 34,4 years including both genders. Also, the interviewees were divided into two groups: GUESS clients and GUESS stakeholders. As a result of the exploratory phase, the answers related to customer opinion and satisfaction were collected, organized and analyzed. The results were first organized in a form of Laddering (Table X), thus climbing the ladder from perceived technical attributes (What consumers Know), to functional attributes (What they Think) and finally, to emotional attributes (What they Feel) of brand GUESS. Thus, the results were analyzed in order to understand the relationship between these attributes, as main representatives and causes of clients' satisfaction and emotional attachment to the brand GUESS. The answers were synthesized into the most important attributes (Table 14). Large number of GUESS clients have stated: "I absolutely love the brand" or "GUESS is my favorite brand." In addition, there were some less positive perceptions about the brand but there were no negative ones. Clients occasionally pointed out: "It is not really my style, but I always manage to find something that I like" which indicates that GUESS has a good variety of products (satisfying offer) and that it is one of aspects GUESS clients highly appreciate. In addition, many respondents stated that they feel strong connection to the brand in a form of friendship and love, due to its people (excellent quality of service that they get). In conclusion, the perceptions of brand image were relatively high.

According to the Laddering analysis, it is possible to conclude that the most important emotional benefits are highlighted as follows: 1) feeling powerful, attractive and

sophisticated, 2) feeling valued and involved, and 3) feeling free to express themselves (style and personality).

The findings that evolved from extensive discussions with GUESS clients and stakeholders are synthesized and presented in the Table 14 below.

Table 14. Brand Benefit Ladder

Emotional Benefits (feel)	feeling sophisticated; powerful/confident/sexy; comfortable; friendship/love; welcomed/valued/appreciate the attention; pleasant/relaxed; free to express themselves; involved; passionate; adventurous lifestyle;
Functional Benefits (think)	practical (satisfies all necessities - both for everyday and gala events); feminine; brand of desire/status; covers a wide range of audiences; high involvement; fashionable; always able to discover something; dynamic and humane company; positive environment; good quality and good fit/unique clothing cut (especially jeans);
Technical attributes (know)	strong/well-known brand (status); iconic image; high standards of service (personalized); various styles/diverse offer; accessible - medium price range; sensual/glamorous/elegant; unconventional/different/accent on details; both young and mature brand; campaigns and brand ambassadors - Jennifer Lopez; jeans brand;

The findings are then translated into visual representation of ‘ladders’, as seen on the Figure 10.

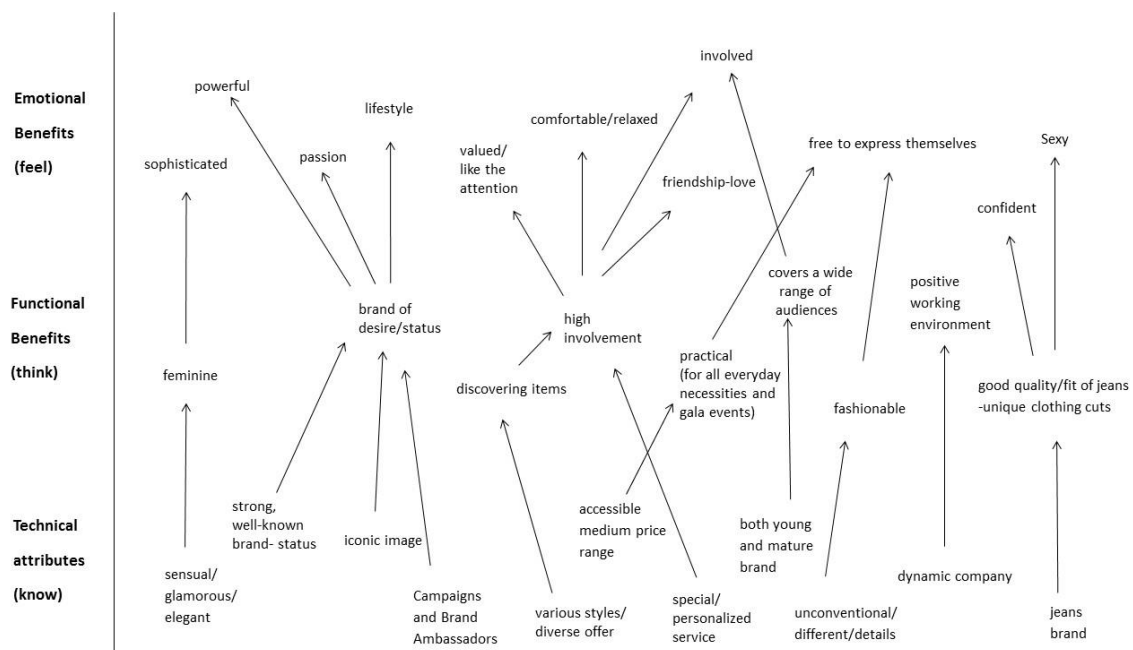


Figure 10. Laddering results of the exploratory phase

Consequently, after summarizing and after all variables have been identified, results from the interviews were extracted and further used for building the questionnaire in the 2nd phase.

Analysis and Interpretation of the Confirmatory phase results

After the online questionnaire has been pre-tested and minor semantic adjustments have been made, the final questionnaire was first approved by GUESS Brand Management, and by Brodheim Group Company's DPO (Data Protection Officer). Finally, it was then distributed to 50. 000 GUESS clients from company's database by GUESS Brand Management via email.

In this study, a total of 584 valid samples were gathered (1 has been dismissed) and included considerably higher ratio of female respondents (89,6%) than male (10,3%), and with the most prominent age group 35-44 years (40,3%).

The questionnaire was constructed in an online platform-Qualtrics, in Portuguese language, and the results were translated in English. After interviewing, the transcripts were translated, examined and coded. The part of questionnaire with predefined closed questions (items) (Q1-Q16) as well as the last (B4) item is later treated with a program SPSS while the last three questions in an open format are analyzed and sorted in major themes based on the researcher judgement. The questions Q1-Q16 in the questionnaire includes closed interval scale items (5-point scale from "completely disagree" to "completely agree").

A descriptive analysis of the data was performed, with the scale items (Q1-Q16) as seen in Table 15. According to the first analysis of distribution and dispersion of data, the results (statistical properties of the data) are satisfactory - they indicate normality of distribution and homogeneity of variance. It was concluded that there is no indication of non-normal variables. Therefore, there is no need to alter the variate.

Table 15. Descriptive statistics

Sum	Std. Deviation	Mode	Median	Mean	Missing	N	
644	.304	1	1.00	1.10	1	Valid	Gender
1781	.995	3	3.00	3.05	1	584	Age
1074	.618	2	2.00	1.84	1	37	My last purchase was:
2667	.662	5	5.00	4.57	1	584	When I wear something from GUESS I feel good, confident and comfortable
2539	.795	5	5.00	4.35	1	584	At GUESS, I feel free to express my personality and my style.
1053	1.130	1	1.00	1.80	1	584	I would feel bad or uneasy without GUESS.
2385	.835	4	4.00	4.08	1	584	I feel sexy and desired wearing GUESS.
2110	1.212	3	4.00	3.61	1	584	If in the future would exist an exclusive GUESS community, I would like to be included and interact with other clients like myself.
2561	.814	5	5.00	4.39	1	584	Personal contact is essential when buying at GUESS.
2515	.875	5	4.00	4.31	1	584	GUESS offers all the necessary items for everyday life.
2489	.908	5	4.00	4.26	1	584	GUESS clothes have a good quality of materials and a good fit.
2535	.754	5	4.00	4.37	5	584	I think that GUESS innovates and has all the latest trends.
2523	.908	5	5.00	4.32	1	580	I believe GUESS has excellent and friendly service.
1789	1.136	3	3.00	3.06	1	584	I believe that GUESS is not present enough at Social Networks (Facebook, Instagram...).
1948	1.094	4	4.00	3.34	1	584	GUESS has good balance of quality and price.
2523	.895	5	5.00	4.32	1	584	I see GUESS as both young and mature brand.
2552	.793	5	5.00	4.39	4	584	In general, I am completely satisfied with GUESS.
2758	.605	5	5.00	4.72	1	581	I would come back and buy at GUESS.
2637	.715	5	5.00	4.52	1	584	I would recommend brand GUESS to friends and family.
1240	.749	2	2.00	2.12	1	584	In the end, would you be willing to regularly share with us photographs of your experience (good or bad) with brand GUESS?

For discriminated control of emotional involvement measures (satisfaction, loyalty and recommendation) globally obtained in the experiment, an artificial variable was additionally calculated, **GlobalSatRecom**, a cumulative scale of the mean of the three most important variables, which shows the reference of all the items: $M = 3,86$; $s.d. = 0,93$; in a scalar relationship between 1 and 5 values, and between 1 and 3 values in the last question. It should be noted that the variables that are above this average reference in magnitude order are: Q1- When I wear something from GUESS I feel good, confident and comfortable (4,57); Q15- I would recommend brand GUESS to friends and family (4,52); Q6 - Personal contact is essential when buying at GUESS (4,39) and Q14 - In general I am completely satisfied with GUESS (4,39); Q9 - I think that GUESS innovates and has all the latest trends (4,37); Q2 - At GUESS, I feel free to express my personality and my style (4,35); Q13 - I see GUESS as both young and mature brand (4,32); Q7- GUESS offers all the necessary items for everyday life (4,31); Q4 - I feel sexy and desired wearing GUESS (4,08). Note that the score of the variable Q3 - I would feel bad or uneasy without GUESS (1,80), is significantly below the average ($M = 3,86/1,80$).

Analysis of Variables

After the detailed analysis (Appendix 6), results are as follows:

1st PART - PROFILING

GENDER: From a total number of participants in the questionnaire (584), there is 524 females (89,6%) and 60 males (10,3%)

AGE: According to the results, the most dominant age group is 35-54 years (65,4%) with a group 35-44 years (40,3%)

LOCATION (CITY OF RESIDENCE): The results include total number of people ($n=584$) on the territory of Portugal that has 18 districts. According to the grouping of data in district categories, customers are from these districts: Lisbon district $n=244$ (42,06%), Porto district $n=49$ (8,44%), Faro district $n=37$ (6,37%) and the rest of the country 250 (43,10%).

LAST PURCHASE: The highest variable that represents people who bought something from GUESS during this year ($n=364$).

2ND PART - INTERVAL SCALES

Q1 - When I wear something from GUESS I feel good, confident and comfortable. According to the results, the number of GUESS clients that totally agree is 375 (64,1%), following by those who partially agree 174 (29,7%). This indicates that there is a significantly high number of people that agree with this statement (93,8%) in total.

Q2 - At GUESS, I feel free to express my personality and my style. According to the results, the number of GUESS clients who totally agree is 294 (50,3%) and partially agree 221 (37,8%). This indicates that there is a significantly higher number of people that agree with this statement, than disagree.

Q3 - I would feel bad or uneasy without GUESS. According to the results, the number of GUESS clients who totally disagree is 352 (60,2%) followed by 107 (18,3%) people that neither agree nor disagree. These results indicate that there is a significantly higher number of people that disagree and that wouldn't feel bad or uneasy without brand GUESS.

Q4 - I feel sexy wearing GUESS. According to the results, the number of GUESS clients who Partially agree is 273 (46,7%) as well as the ones who totally agree 193 (33,0%), which indicates there are significantly more people that agree 79,7% with this statement.

Q5 - If in the future would exist an exclusive GUESS community, I would like to be included and interact with other clients like myself. According to the results, opinions are divided between totally agree and neither agree nor disagree, that is, the number of clients that totally agree is 167 (28,5%), followed by the ones that partially agree 163 (27,9%) and those that neither agree nor disagree with 168 people (28,7%). However, this can indicate that people are interested as 85.1% people are not against.

Q6 - Personal contact is essential when buying at GUESS. Looking at the results, the number of GUESS clients that totally agree is 317 (54,2%) and those who partially agree 202 people (34,5%). Thus, the results indicate there is significant number of people (88,7%) that agree with this statement.

Q7 - GUESS offers all the necessary items for everyday life. Looking at the results, the number of GUESS clients that totally agree is 291 (49,7%) and those who partially agree 225 people (38,5%). Thus, the results indicate there is significant number of people (88,2%) that agree with this statement.

Q8 - GUESS clothes have a good quality of materials and a good fit. According to the results, the number of clients that totally agree is 275 people (47,0%) as well as those who partially agree 240 people (41,0%) which further indicates that there is a significant number of people that agree (88,0%) with this statement.

Q9 - I think that GUESS innovates and has all the latest trends. Looking at the results, the number of GUESS clients that totally agree is 285 (48,7%) and partially agree 247 clients (42,2%), which indicates that there is a significant number of people who agree (90.9%) with this statement.

Q10 - I believe GUESS has excellent and friendly service. According to the results, the number of clients that totally agree is 306 people (52,3%) as well as those who partially agree 207 people (35,4%) which further indicates that there is a significant number of people that agree (87,7%) with this statement.

Q11 - I believe that GUESS is not present enough at Social Networks (Facebook, Instagram...). According to the results, most of the GUESS clients neither agree nor disagree with the number of 225 people (38,5%), following with the number of clients who partially agree 164 (28,0%) with this statement.

Q12 - GUESS has good balance of quality and price. Looking at the results, the number of GUESS clients that partially agree is 263 (45,0%) and those who partially disagree 177 (30.3%) which indicates that opinions are divided in terms of the balance of quality and price.

Q13 - I see GUESS as both young and mature brand. The results of the item Q13 are as follows: number of clients that totally agree is 298 (50,9%) and the number of the clients that partially agree is 224 (38,3%) which indicates there is a significant number of people who agree (89,2%) with this statement.

Q14 - In general, I am completely satisfied with GUESS. According to the results, most of the GUESS clients totally agree 308 people (52,6%), following with 222 people who partially agree (37,9%), neither agree nor disagree 26 people (4,4%), partially disagree 21 people (3,6%) and totally disagree answered only 4 people (0,7%). The results indicate that there is a significantly higher number of people who agree (90,5%) than disagree (4,3%), which signifies very high level of satisfaction with brand GUESS.

Q15 - I would come back and buy at GUESS. Looking at the results, the number of GUESS clients who totally agree is 453 people (77,4%), following by those who partially agree 113 (19,3%). This indicates a significantly higher number of people who would buy again at GUESS with (96,7%).

Q16 - I would recommend brand GUESS to friends and family. The results of the item Q16 are as follows: totally agree answered 360 people (61,5%) and partially agree 178 people (30,4%), which indicates there is a significantly high number of people who would recommend the brand (91,9%).

Q17 - In the end, would you be willing to regularly share pictures of your experience (good or bad) with brand GUESS? This question has an interval scale with 1 to 3 values (Yes, Maybe, No). According to the results of the item Q17, number of GUESS that answered 'maybe' is 248 (42,4%), following with 204 people (34,9%) who answered 'no' and 132 people (22,6%) who answered 'yes'. These results indicate that opinions are divided.

Resume of Open Question Results

In order to measure interaction with the model, three open-end questions were applied. After content analysis of the full texts, the results can be resumed as in Table 16 according to the number of references. From the total of 376 answered questions, 27% mentioned *better quality* (clothes and accessories), 25% mentioned *more variety* (dresses, shoes etc.), 18% mentioned lower price, 13,8% mentioned *more professional salespeople*, and 9.5% mentioned *more promotions/discounts*.

Table 16. Survey open question results

	B1 - Product	B2 - Service	B3 - Communication
1	better quality (clothes and accessories) - 103	more professional salespeople - 52	more promotions/discounts - 36
2	more variety (dresses, shoes etc.) - 94	better website (Portuguese online store) - 30	better/more online content
3	lower price - 69	better loyalty program (lower points, collecting all points etc.)	better website (Portuguese online store)-chat
4	include bigger sizes (L, XL)	faster shipping and returns	more social media content
5	more mature clothing	online payment (MB way, online/in-store)	add customer service support/phone (feedback)
6	more classic clothing	pick up/exchange an item (bought online) in-store	online catalogs (email, social media)
7	better design	offers for special occasions (parties, weddings etc.)	fun activities/parties
8	balance the sizing	offering total looks (e.g. business)	GUESS Community
9	more casual clothing	personalization of bags with client's name	
10	more innovation/trends	GUESS card (paying in installments)	
11	more business clothing	transfer goods from store to store	
12	better fit (clothing cut)	private shopping (with appointment) or possibility to try at home	
13	less embellishments (glitter)	keeping the register of consumer info (taste, size etc.)	
14		promo codes	
15		more physical stores	
16		better store layout	
17		more in-store technology	

5.2. Exploratory Factorial Analysis

Further in order to deepen the data analysis and trying to find the latent variables of the independent variate, a data reduction statistical procedure was applied through a principals components exploratory factorial analysis (EFA), with a varimax rotation.

The KMO test of sample adequacy for the factorial analysis shows excellent results (0,911) completed by the Bartlet test with a significant chi-squared result ($\chi^2=1922,86$; $\text{sig}=0,000$), as in Table 17:

Table 17. KMO and Bartlet test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1922.862
	df	78
	Sig.	.0001

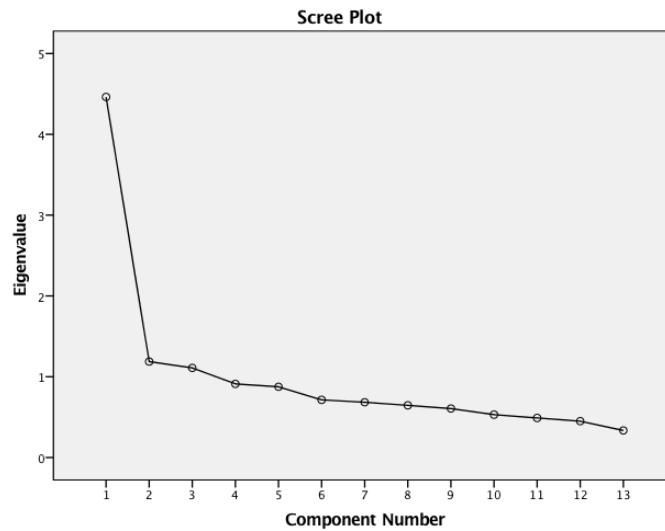
Next, three factors were extracted explaining 51,991 % of the total variation, as shown on Table 18 and by the Scree plot in Figure 11.

Table 18. Total variance explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.462	34.325	34.325	4.462	34.325	34.325	3.006	23.124	23.124
2	1.187	9.134	43.459	1.187	9.134	43.459	2.437	18.746	41.870
3	1.109	8.532	51.991	1.109	8.532	51.991	1.316	10.120	51.991
4	.911	7.011	59.001						
5	.875	6.735	65.736						
6	.714	5.491	71.227						
7	.684	5.260	76.487						
8	.646	4.966	81.453						
9	.606	4.663	86.117						
10	.530	4.080	90.197						
11	.490	3.769	93.966						
12	.450	3.458	97.424						
13	.335	2.576	100.000						

Extraction Method: Principal Component Analysis.

Figure 11 Scree plot



The rotated factor matrix (Table 19) shows in detail the factor composition, which allows for its nomination, according to the rule of the highest eigenvalue, as follows:

F1- Makes me feel good and represented

F2- Price and variety of product and quality of services

F3 - Social networks and community Interaction

Table 19. Rotated Component Matrix

	Component		
	1	2	3
Quando uso uma peça GUESS, sinto-me bem, confiante e confortável.	.800	.113	.085
Com a marca GUESS, sinto-me à vontade para expressar a minha personalidade e estilo.	.824	.115	.115
Sinto-me mal se não usar GUESS	.284	.289	.438
Sinto-me atraente ao usar GUESS.	.722	.121	.153
Se no futuro existir uma Comunidade Exclusiva GUESS, gostaria de fazer parte desta plataforma e interagir com outros clientes, como eu.	.246	.290	.580
O contacto pessoal e personalizado é essencial ao visitar uma loja GUESS.	.033	.579	.294
Na GUESS posso comprar peças essenciais para o dia-a-dia.	.179	.677	.117
As roupas GUESS têm boa qualidade, bom corte e assentam bem.	.543	.407	.102
A GUESS é inovadora e aposta sempre nas últimas tendências	.624	.420	-.022
A GUESS tem um excelente serviço de atendimento ao cliente, descontraído e amigável.	.448	.498	.002
A GUESS não está suficientemente presente nas redes sociais. (Facebook, Instagram, etc)	-.050	-.166	.762
O fator preço-qualidade da GUESS é bastante equilibrado.	.299	.590	.132
Vejo a GUESS como uma marca tanto para um público jovem como mais maduro.	.122	.685	-.187

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a a. Rotation converged in 5 iterations.

5.3. Multiple Linear Regression Analysis

In order to find out the cause and effect relations between the dependent variate - composed by the three variables Q14 (Satisfaction), Q15 (Loyalty) and Q16 (Recommendation) -, and the independent variate - now composed by newly found synthetic factors (F1;F2 and F3) -, a new dummy variable designed *GlobalSatRecom* was calculated by the average of the summated values of the original variables Satisfaction + Loyalty + Recommendation.

The resulting regression equation was considered as follows:

DV (GlobalSatRecom)= k+ IV1 (F1 = Makes me feel good and represented) + IV2 (F2 = Price and variety of products and quality of services) + IV3 (F3 = Social networks and community Interaction)

The linear multiple regression performed by the stepwise method indicates that 57% (Adj R²= 0,571; F change sig=0,000) of the total variation of *GlobalSatrecom* is significantly explained by the regression model, as in Table 20.

Table 20. Model summary

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.561 ^a	.315	.314	.52023	.315	264.523	1	575	.0001
2	.756 ^b	.571	.570	.41195	.256	343.019	1	574	.0001

a. Predictors: (Constant), REGR factor score 2 for analysis 1

b. Predictors: (Constant), REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1

c. Dependent Variable: GlobalSatrecom

The ANOVA test shows a statistically significant result ($F= 382,442$; $\text{sig}=0,000$), as in Table 21.

Table 21. ANOVA test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.591	1	71.591	264.523	.0001 ^b
	Residual	155.619	575	.271		
	Total	227.210	576			
2	Regression	129.801	2	64.901	382.442	.0001 ^c
	Residual	97.408	574	.170		
	Total	227.210	576			

a. Dependent Variable: GlobalSatrecom

b. Predictors: (Constant), REGR factor score 2 for analysis 1

c. Predictors: (Constant), REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1

The regression model also indicates that after two regression steps the significantly predictor variables of the dependent variate (GlobalSatrecom) are F1 (St CoefB= 0,562; $t= 20,562$; $\text{sig}=0,000$) and F2 (St CoefB= 0,506; $t=18,521$; $\text{sig}=0,000$) factors, thus excluding F3. The collinearity statistics indicate present adequate values, as in Table 22 as well as the regression residual as in Figure 12.

Table 22. Regression Coefficients

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	4.542	.022		209.729	.0001					
REGR factor score 2 for analysis 1	.352	.022	.561	16.264	.0001	.561	.561	.561	1.000	1.000
2 (Constant)	4.543	.017		264.914	.0001					
REGR factor score 2 for analysis 1	.353	.017	.562	20.562	.0001	.561	.651	.562	1.000	1.000
REGR factor score 1 for analysis 1	.318	.017	.506	18.521	.0001	.505	.612	.506	1.000	1.000

a. Dependent Variable: GlobalSatrecom

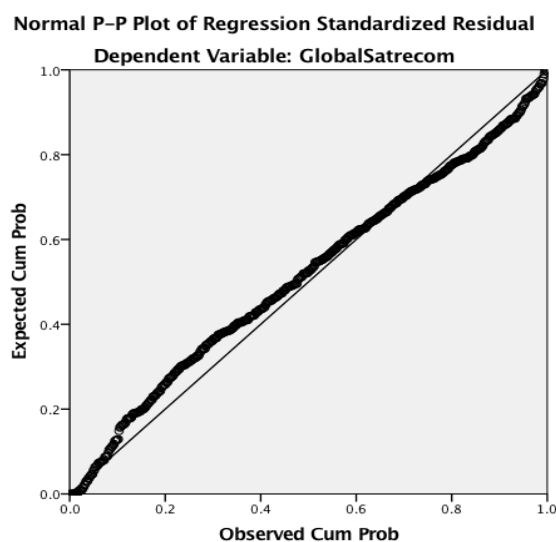


Figure 12. Regression standardized residual

The resulting final equation demonstrates that the variation of Global Satisfaction/loyalty/ recommendation is strongly dependent on two factors only (*F1- Makes me feel good and represented*) and *IV2 (F2= Price and variety of product and quality of services)*, as follows:

$$\text{GlobalSatRecom} = k(4,543) + F1(0,562) + F2(0,506)$$

5.4. Hypothesis Testing

Table 23. Hypotheses testing

Raised Hypotheses	Confirmed	Not Confirmed
H1. Client satisfaction, loyalty and recommendation are dependent on feeling good and represented by the brand.	X	
H2. Client satisfaction is dependent on interaction with the brand.		X
H3. Client satisfaction is dependent on a good quality-price relationship of brand and products.	X	
H4. Client satisfaction is dependent on a brand promotion.		X
H5. Client satisfaction is dependent on brand image and reputation.		X

As summarized in the table 23, from the previous analysis it can be concluded that the hypothesis raised have the following outcomes: hypotheses H1 and H3 are confirmed. In addition, H1 is confirmed as the factor F1- Makes me feel good and represented, has been detected as significant predictor variate in the Multiple Regression Analysis. In addition, H3 is confirmed as the factor F2- Price and variety of product and quality of services, has also been detected as significant predictor variate in the Multiple Regression Analysis. H2 is infirmed since the factor F3- Social networks and community Interaction as excluded from the Multiple Regression Analysis. Moreover, H4 and H5 are infirmed as they were not detected as factors in the exploratory factor analysis.

Chapter 6. Conclusions, Limitations and Future Recommendations

6.1. Main Research Findings

This study confirms the validity of The JIT (Just-In-Time) Knowledge Brand Model (Rosa, 2017) in a fashion business context - applied to a brand GUESS, for measuring client emotional involvement and continuous brand improvement. Thus, it represents an efficient tool for diachronic brand management based on two pillars: 1) Brand Comprehension (brand performance control and improvement) and 2) Brand Evolution (access to new ideas and co-creative innovation flow). According to this model, Brand Comprehension is focused around quality of service, client satisfaction, loyalty and recommendation (through measuring of KPIs), while Brand Evolution represents brand development (suggestions and innovation).

The presentation of the results obtained from the statistical analysis showed relevance regarding a contribution of the study, as the investigation exposed the determining latent dimensions of the consumer emotional involvement with the brand. It is concluded that the identified latent dimensions largely explain the variation of *GlobalSatrecom*. Thus, considering the research findings, this study concludes two factors that are determinant and explain customer emotional attachment variation towards a fashion brand: F1- Makes me feel good and represented, and F2- Price and variety of product and quality of services. As such, they can predict most of the emotional involvement variation, being considered the aggregation of three psychological aspects (customer satisfaction, loyalty and recommendation).

6.2. Academic and Business Contribution

This study proposes a new systematic approach to Brand Management for measuring consumer involvement through managing and measuring brand knowledge. JIT (Just-In-Time) Knowledge Brand Model (Rosa, 2017) can be used as a broad support system for business and brand management domains, as it helps businesses improve their brand management efficiency in a continuous operational manner. Even though this study is using an already existing concepts, it has brought a new perspective to Knowledge Brand Management, identifying the main sources (aspects) of customer emotional involvement with the brand.

6.3. Limitations and recommendations for future research and development

While the current study provides many interesting findings it certainly has some limitations. Short time limit, as well as balancing between GUESS company's needs (its standards and policies) with scientific ones, are some of them. In addition, translation of the extensive interview results - transcripts from Portuguese to English language, as well as the interview questions, adaptation of the questionnaire and translation of open question answers.

It is hoped that this dissertation will open further academic and business discussion as this framework could be further explored. It can be assumed that the presented JIT (Just-In-Time) Model will encourage the development of new models according to the experience obtained from its practical application. Also, the researches could focus with more depth on the developing factors such as new technologies in order to explore the most efficient knowledge transfer solutions as well as methods for measuring consumer satisfaction. Finally, there is a potential opportunity for companies to direct their strategies according to JIT (Just-In-Time) Knowledge Brand Model, to maximize their brand effectiveness.

According to the research results, it is estimated that the most efficient solution for application of JIT Knowledge Brand Model is through an online platform together with a mobile application (GUESS Connect App) for providing ongoing insights and creative input. This mobile app would enable capturing both tacit and explicit knowledge in real-time (e.g. just-in-time). In addition, the GUESS Connect App would represent an integrated system for collecting valuable insights from the consumers while improving the quality of service and consumer satisfaction. Furthermore, the app could be used both outside and in-store, with integrated options such as Wishlist, where customers could select and add the desired items into their account. Also, the GUESS Connect App would support an option of showing the availability of a certain items for each store (as well as similar items in the same store), or its availability in other stores, starting from the closest one to the customer's current location. Moreover, another option that would assist the consumers has been recognized as a TryON list, in which the consumers could add items that they've tried on. This could be achieved through an integrated technology located in the store fitting rooms, in a form of a device with a touch screen where customers would log in into their account and a 'check' the items with a simple scan, which would simply register the reference number of a chosen item. Finally, through GUESS Connect App customers would have an option to leave comments while adding their chosen items into the lists. By having these options, the system would keep the register of consumer info (taste, size, etc.) and thus allow a more efficient client service. It is

necessary to note that the application would be synchronized with the official brand website (online store).

Overall, the purpose of this app is to provide a better management of the brand performance (e.g. better service, assist consumers with their purchase and dialogue with clients in order to collect suggestions and ideas for improvement and innovation). Most importantly, it would provide brand managers and salespeople with the insights about the individual clients' needs, by saving shopping history of each individual client. The platform would also have a feature of recognizing other items that are currently available in a company's stock, while offering similar or new items automatically, as a suggestion. This feature would be useful for many marketing actions such as sending 'customized' email promotions with product offer, among other possible applications.

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Appendices

Appendix 1. Interview Guidelines

Interview guidelines for experts (employees):

1. What are the biggest challenges that you faced while working at GUESS/What would you improve at GUESS?
2. How significant was the challenge/Why is this improvement significant?
3. What have caused the issue/What would this improvement bring?
4. Additionally, when needed: What does that mean? How did it happen? What caused the problem? What did you do?

Interview guidelines for stakeholders:

1. What do you like most about working for GUESS? Why?
2. Do you have some procedure that you would change/do something differently? Why?
3. What do you think about GUESS? Why?
4. What could GUESS do better? Why?
5. What challenges were you facing while working at GUESS? Why did it happen? How? What would be the solution in your opinion?
6. Do you think that customers buy at GUESS more because of image/product/service? Why?
7. Is there some product/service that you would like to see at GUESS? Why?
8. Do you think that GUESS delivered what it promised? Why?

Interview guidelines for clients:

2. What do you think about GUESS? Why? What does it do? What does it do for you? How does that make you feel?
3. Do you like/dislike GUESS? (Why? What do you like/dislike best?)
4. Do you buy at GUESS? Why? What? Why do you choose GUESS over similar brands?
5. Are you satisfied with GUESS products and service? Why? Do you feel that the company delivered what it promised? (in terms of quality, warranty, etc.)
6. Do you buy at GUESS more because of brand's image, products or service? Why? Why brand/products/service?
7. Is there some product or service that you would like to see at GUESS? Why? Would you prefer an online or in-store service? Why?)
8. Do you feel connected with the brand GUESS? How? Why? Would you like to be more connected? How? (digitally or in real-life)
9. What could GUESS do better? Why? How?
10. What do you like most about working for GUESS? Why?

Appendix 2. Interview Answers

Interview N°1

I think GUESS is one of the best brands. The store is quite versatile, feminine and in which women can feel powerful. This is because we have a founder Paul Marciano who is fantastic. When he creates GUESS pieces he really thinks about women and it is why we feel so unique and special in what we are wearing. I like to work for GUESS because we have a great team and I think that it is what makes my day better and makes me come happy to work. I have a great team I feel good to work with. Why? Because, it's better to work as a team. We can perform better long term, we improve, and we all get more involved. Also, we start to deal better with each other.

Interview N°2

I think the brand is spectacular and there are many beautiful items. I'm sorry I'm not a little younger because some of the pieces do not fit my age. However, there are many bags that I like and I can go to the store and buy one item or the other that suites me. It is a spectacular shop and they have a wonderful team. The brand has good taste and all the service is done in a very professional manner. Also, the team has interesting human qualities. I think this is good because it captivates clients and leads them to return because they are no longer good customers only, they become friends with a brand. And I think that exactly this is the link that unites people. Love unites and hate destroys. A moment ago, I did not mention but I like GUESS jewelry. I use it a lot. I also like bags and in terms of clothing, I bought some sweaters. The service is spectacular and sometimes the service is even more important than the product because perhaps we don't decide to buy an item straight away, but we will keep coming back until we end up buying it. On the other hand, if we do not make that human bond with someone, we end up being indifferent and we won't come back. Something that I would change is that I like brown and there is no brown at Guess. I think brands should always offer clothes in all colors. I also think they should offer clothes for other ages not just for young people. That doesn't mean that I think something bad, because the brand is very good - I would give it a top grade. I am indeed very satisfied. I prefer to go to the store than to buy online, because at this age it is easier for me to see the article in person, because it has already happened to me that they send me some boots and turn out to be too big. Yes, I feel connected to the brand because of people. It already has some quality but needs to have more product options.

Interview N°3

My goal is to grow, and I would like to have a specific training to grow inside the company. I think this is the goal for every employee. I think it is important to respect everyone and learn from all the employees that are a part of this family (group) and to grow with each other. In

my opinion, spending time with people is the best way to learn, through observing and talking with my colleagues. Sometimes we play and sometimes we get upset with each other but from each failure, each error - we learn. We need to give our best. With an effort, dedication and a little ambition - we can achieve this. I always try to keep up with people. We learn from each and every person around us. This is large Group which gives us many opportunities and allows us to grow. A bad company would be the one that gives only one option. We have many things that make us feel closer to each other and I think this is fantastic. We learn every day and I think the best way to learn is to get along with your colleagues. This is important for us to move forward. In terms of the level of communication between the stores, we have to keep communication with everyone as good as possible. The Group is large, and we do not know everybody but we have to keep our contacts the best we can. I especially love the trainings, they make me feel productive and that is always welcomed.

Interview N°4

Guess could add more kids stores because there is only one store here in Portugal. They are various clients that are interested. Many parents want their children to wear the same clothes as them. In terms of service and we are what we do. Service depends on each Guess store. In general, I think we should offer quicker service, especially in terms of facilitating of the stock recounting without using computers because many times computers are occupied. That would allow us to quicker and it would be much easier than asking the client to wait. The salesperson would sooner have the access if we would have access to the system through an iPad for example. This is much more practical. It would be also good to add alarms with the description of the product so that we can discover them more easily. For example, in a case of theft, we could figure it out which item has been stolen and we could act more quickly. Regarding challenges, we have several. For example, we like to compete, but it is a healthy competition. In future, I would like to grow and be promoted. I like everything that has rigor. I like responsibility and having more challenges to learn and to think more. Doing things differently for me represents a challenge. I do not like routines so I would like to see in GUESS more growth and open horizons. In terms of GUESS product and service, I believe it is very good in terms of quality-price relationship. We here at the store all do our job great. There is always a little bit of competitiveness, but I think it is healthy. GUESS is very good in terms of quality and price, but the team has to work well and to have good interaction with the clients and to show knowledge regarding the products. Some new interesting ideas would be live mannequins, more interesting and personalized gifts for customers.

Interview N°5

I like Guess since a long time ago. I tried 3 or 4 times to get a job at GUESS, I had a few interviews. I would say it's my brand. It is very glamorous, feminine, it's a girl thing. I didn't even know before that they have clothing for men as well. I feel close to the brand. It is easy

for me to sell because I like the products. I do what I like - for me Visual Merchandizing represents joining creativity with strategy in order to sell better. Tricks? Creativity is something you either have or you don't. You do not learn it, you can just learn technique. In Guess we have more freedom, we do not have guidelines (we do receive them but still, as we sometimes do not have the same products, we need to improvise and be creative). Guidelines are good because they are the bestsellers, so they have to exist, otherwise I would showcase only the products that I like and maybe they wouldn't sell well. I would like to add one different procedure - I would need more time to do the changing. We have deadlines we need to fulfill. However, the store is big and sometimes I cannot do everything I wanted. I am sure we could do better work if we would have more time. In the past, GUESS had only one person in charge of VM for all stores but now since we have a lot of procedures, they have one VM for each store and we all have a supervisor. GUESS is a very strong brand and salesforce work great. Positive attitude is important - we need to laugh with our customers. In terms of challenges, I have to say I only had good ones. For example, if we sell more jewelry then a salesperson who wins gets a dinner or cinema tickets from the rest of the team as a reward. It is a very positive example of cooperation. People are so happy, cute, like a family. It was my birthday a few days ago and they gave me cake and gifts... I really feel like home. We are all the same - there is no difference between the boss and employees. I believe that people buy because of the combination of both product and service. GUESS is a well-known brand and many people like it. But we can thank for this reaction to the employees. People visit and buy because we have good sellers. However, I would like to change something about window displays of clothes - I would not put mannequins and I would put more interesting and strange objects because then the clients would be like: Oh, what's this? Also, I would put more impact on the windows. I think that GUESS needs more than mannequins. For example, look at Luis Vuitton. They have porcelain dogs, and everyone stops and takes pictures of them, so they are all over Instagram and all over the world. Of course, this is a strategy to get more people involved. Service is already great, we accompany the clients to the fitting room, we accompany them to the door when leaving etc.

Interview N°6

GUESS is a very sophisticated brand that has exquisite cuts and details. It is a different, artistic and colorful brand. Even more, because of brand image and the impact that the products have - they are fashionable. I identify myself with the brand. When I was a client, I remember that the girls who worked at GUESS were very pleasant and relaxed. The way salespeople talk and smile is a part of brand as well. For example, as a salesperson I have a posture, but I can still be myself. This creates more empathy between salespeople and clients. It is a complete opposite of Lui Vuitton for example, where salespeople act like security - which creates a barrier. One thing that I would change is to have more convenient storage. In terms of procedures, I think that commission should be individual, but I understand the viewpoint that it stimulates teamwork. Results are the same for everyone. For

example, in the other company where I worked each one had to do his/her commissions, so they were like "wolves". In terms of what GUESS could do better, I believe it should invest in bigger sizes, for example XL. Many people would like to buy GUESS clothes, but they are a bit "fuller" and it does not suit them. A challenge that we have are foreign languages for example French, Chinese etc. I would like to learn more because sometimes it's a big barrier. I think it would be great if a company would offer training/language course, not just for personal development but also in order for us to sell better. I think that people buy at GUESS both because of service and the products. The quality of products is good, but the service is great - GUESS has salespeople with relaxed and friendly attitude. I think that closeness and bringing people together depends on each person's empathy. GUESS has good style. Some of the things that clients would like to see more are different colors and more comfortable shoes. Also, I would like to see more variety of items for men at GUESS. There are different types of clients. Some of them like to be part of the group (community) and some are more individual. However, they do share the same style so maybe they would like to interact more between each other and to become friends.

Interview N°7

I think GUESS is a fantastic brand, which surrounds us with its essence. That feminine, sexy and sensual form really transcends us and we feel involved. Also, I think that the brand manages to cover a wide range of audiences - younger as well as older, and there is always something that a person identifies with. In terms of working for Guess, I like that it has a higher involvement, than other brands (Brodheim Group) as well. In terms of bosses, they get very involved with the brand, and the products themselves. It is nice to see the customers, the affection they convey to us and how much they identify themselves with brand. There are some challenges with the Guess Europe, for example when they launch the new campaigns. Sometimes there is a limit in regard to the specific product and the time is always limited. We receive the instructions from them late and we do not have time to do it with better effectiveness. Guess Europe do not advise us on time. Challenge is to make the client feel good and to motivate the team from day to day. It would be important to get the communication. In terms of a procedures, we need to talk to Guess Europe and some of them we managed to change. I think we need more simplified things like sales pricing, is a very long process which we have to do with persistence. During the sales, for example, it takes too much time. It takes many hours for the whole team to make changes of sales prices. We need the in-store technology to be more advanced so that the procedures become less time consuming. Guess Portugal is a bit behind. I've already worked for one brand where we used the "pin pockets" with a small printer which would print automatically bar code and show previous prices together with a new (current) price. This would help us immensely because imagine if we have only one piece of paper left and we have ten items left in front of us. So, the pockets tell us to print ten labels of this piece and the printer would print ten more. This

is much easier because then we are up to date, and we do not have to do everything manually. Also, the pocket itself recognizes the price that is in the moment in that part. It recognizes the previous price and the current price. At this moment, we need to see it in the Excel tab or prick in the system and we have to bring the piece to the computer manually or as an electronic bar code. I think customers like GUESS because of both product and service. I think this happens because every time we want to offer an exquisite experience that customer would not forget, and we try offer a more differentiating service. Also, it is because of the products. Products are the carriers of GUESS image and customers identify with them. However, it would not work without the service. For example, we have a new "Fashion Adviser" project with scheduling appointments, which brings us closer the one percenters customers (what they like) and we give more importance to the client. Objective is to create this intimate atmosphere in the fitting room, choose the right items, create an image (styling) for them to feel good through individual approach. This is the question of experience so it cannot be something uniformized.

Interview N°8

I love Guess. It is my favorite store. I always identified with the brand. I like the clothes, I like the service. I like the attention and the recognition that GUESS gives to its customers. GUESS stuff treats the clients like we are unique individuals and they solve all our problems. Personally, I identify myself with the brand. I like the products as much as service. These two things complement each other. When something is not good, they always solve it. I think the offer is good and there is a vast variety of items. This means that GUESS can meet different expectations of the clients. Also, I feel connected with the brand and people working here, in almost every store! They are doing their best to satisfy the customer. I am very proud of the brand and I do not identify myself with other brands - only with Guess. The best thing about GUESS is that it is always ranked very high and there are always novelties (new and original items) for the customers.

Interview N°9

I like the team spirit that exists at GUESS. There is a unity and friendship within each team. I like my work and the responsibility that we have. The procedures are already defined - everything is correct. Sometimes there is a lack of practicality when working with the merchandise during sales, but everything else is good. This happens because during the sales there are many new items that arrive. We have a program "Retail Manager", in which we work in together with FO (Font Office). The program is very easy and fast, and there are no difficulties. So far nothing has failed. It is very easy and smooth to receive the merchandise, make the tickets, labels, inventory etc. There are no bugs in the program and it always do the updates automatically, so this is great. GUESS is catchy and people like it. There are always innovative things such as new bags and colors. Also, GUESS always adapts according to the current market tendencies and I think this is very good because people do not lose

interest in the brand. The Brodheim Group's level is also very positive. The only thing that I would change is that the main GUESS warehouse should send the merchandise in more quantities and more often. Lately, we have received little merchandise as they are making some logistical transitioning, but with poor offer it is a bit difficult to respond to the customers' needs. The merchandise always arrives on time, but not in enough quantity. In terms of warehousing, there are no problems with deliveries. Everything is written on the delivery note and there are no errors in the material that arrives. In terms of quality of the material of bags for example, we have 3 types of material: PVC, PU leather and real leather. Real leather lasts a lot more. In terms of clothing, Marciano is the most expensive line. Watches are made of good material and they are produced by Eurochronos. The items usually get damaged only because of customers' misuse. Sometimes we even see that they damage the item themselves on purpose so that they can change it for a new GUESS item.

Interview N°10

I think GUESS is a good brand. It has good quality, taste and very attractive design. Personally, I buy because of the quality. Guess has good quality and price, as well as good service. I feel connected with GUESS style because it is neither too classic nor extravagant. It has the offer for everyone, both young and older. I think that people like GUESS design in general, but bags and wallets are especially wanted, and they are the bestselling items. Most importantly, there are things necessary for our day to day life. The clothes are comfortable, but the shoes are not. The staff is good, attractive and do not force people to buy things, which is nice. We can ask the opinion of the salespeople and they are very helpful and honest. I do not buy online. I like to see the items in person.

Interview N°11

I like the team spirit that exists in my store. My colleagues are my second family and that is my biggest motivation. I think that the products are good, and the company is very humane. I worked before for a different company where I was treated as a number but in this company, we are treated like persons. In terms of the company, we have all the necessary training, the brand has a worldwide impact and it is a well-known brand. The style is for all - both younger and older. I think that when they make the campaigns, the clothes appear for all kinds of taste. It has also a great visual impact in terms of marketing, of celebrity people that they choose, and many people want to buy those clothes. In terms of informatics, we have a very old system ClickView that has many errors. Here we can see the whole chain - we have all the information about the items that we sold from the previous years as well as from this year and then we make comparisons in all categories. However, the internal system is not functional. SAP is a more practical and faster system, as it has less errors and it gives us all the information. In terms of deliveries of goods, sometimes we have a difficult situation because of GUESS Europe. For example, we have lack of stock when they do not send us the merchandise and we fail to fill our stock. We have certain days to receive the merchandise

and we cannot see in the system if we have more stock and which are articles that we will receive. When there are delays, we do not have the right product to sell.

Interview N°12

I like the brand. There are some things that I particularly like such as winter boots. They are very nice. It's not my favorite brand but it has good style. I like the products and the quality is nice as well. Salespeople are very nice and sympathetic. I like the service very much. The only critique at this moment is showcasing the clothes in this store where there are no changing rooms! This is unbelievable. They need to change this. I would say I buy more because of the products than the service. Also, I never shop online, I like to feel the material and to try on the clothes. I do not feel very connected with the brand - it is not completely my style.

Interview N°13

I like GUESS. It is not too expensive but it's not cheap either - it is in the middle. I see it as a brand for young women, but I also like to buy here. I like the style in general but not all the items because I like the more classical things. GUESS has a good offer - it has both elaborated items full of details, as well as more basic items. Pants are amazing and they fit nicely. I have many things from GUESS but I prefer the bags because of the style. I also believe that they have a better quality comparing to clothes. The sale service is good and non-invasive. I noticed that sale service differs from country to country, but here in Portugal the service is always good. I like to have assistance from salespeople, but I do not like the invasive treatment that some stores have. Personally, I like to have more space to look at items on my own. Also, I do not buy anything online. I like to search for items on the internet and then come to the store to buy. GUESS website is practical for browsing the items. In terms of suggestions, I think that the clothes with too many details are not easy to combine for a daily use. We do not have that much time to combine elaborated items and therefore we need to have more basic clothes, so I think GUESS should have more of this type of clothing.

Interview N°14

I like GUESS a lot. I think it's a brand similar to me. It is a very fashionable brand. In terms of procedures that I would change, there is one thing that does not go well and it is our check-in point. When we (employees) enter the store we first need to go to the computer to check-in our arrival. However, everybody forgets to do so. Also, when the computers are occupied with customers who are paying, we cannot sign in there. Sometimes we do not sign-in on time and I think that's nothing practical. A card would be a better solution with which we could pass and sign-in faster. I would also change the structure of the store. GUESS needs a better level of quality of products. The finishing of products could be better. We've received this feedback from the customers. We have a lot of types of finishes and prices are very

affordable which is very good but the level of quality of finishes at product level should be better - according to the image of a brand. In terms of trends, sometimes we see trendy items that other brands have but we have nothing to do with that trend. I think that GUESS has to be better and to innovate more. More trendy items would attract different target audience. I do not see why not. There are many people who buy at GUESS, and with more trendy pieces GUESS would be even better. In this store we have several categories (two categories for shoes and bags), for example my colleague is specialized in selling shoes while I am responsible for good results, etc. I think both service and products are important. If a new client enters and is not welcomed and assisted, he/she will not return even if the products are good. On a service level GUESS is different than some other brands because it has a more personalized service. We follow the client more, we try to joke a little bit with the client for him/her to feel more relaxed and pleasant. Also, we call our best customers when new products arrive because we already know their taste. This means that the brand pays attention to its customers. We have discounts for clients as well, for example 20% off for their birthday and they can use it in next 30 days. GUESS does not offer many discounts, (just for birthday), while the competitors have. I think we should offer those special clients more attention and more discounts, even though we do send catalogs to our best customers. Quality is the only thing that is not great. On the product level, I think Guess could give a lot better quality.

Interview N°15

I think it is a good brand, with good service. GUESS has nice design. Sometimes the clothes have too many crystals and shine. However, the brand offers a great variety, so people always end up discovering something that they like. Variety is great, as there are practical as well as more elegant clothes. I think Guess is a beautiful classic brand with grace. It's not for everyone. The quality is good. Service is always good, stuff has elegance and is not pretentious. They are young and always in a good mood and with a great capacity to meet the customer needs. I like to browse online to see the collection, but I do not buy online. I like to see the whole offer on the website because the stores do not have everything.

Interview N°16

I think GUESS is a different brand for others and it is very glamorous. I really like its fashion and I think that we are managing very well to combine things. In terms of what GUESS can do better, I think we should be more knowledgeable and perhaps plan better the arrival of the products (and quantities) in relation with the campaigns. For example, at the market level we can perceive what is the real trend and try to react accordingly. Also, I would change the Visual Merchandizing and add the more up to date items. I think that GUESS is a brand that was in growth in terms of class level as well, as before we had only prices for the upper middle class and at this moment, we already have some for the lower class. The public is also

changing, for example we see 16/17 years old girls that love to buy GUESS accessories. I would like to change some procedures regarding quality, as we have many problems with the damaged products. We give a 2-year warranty but in reality, there are some materials that peel off and when that happens more than once it starts to be a little annoying. This does not happen often, but we can prevent it so that it never happens. In terms of what GUESS could do better, I think it should be more innovative regarding trends, content and the market level. Market is a lot ahead of GUESS. Regarding the computer system that has been in use, it was a little bit slow, but we are going to change it now. The new system will be quicker. It used to take a lot of time to make updates, check the stocks, merchandize, the time of the campaigns, etc. Inditex gives more attention to the technology and the group Calcedonia also works like that. Calcedonia and Inditex also have SAP as we do now. There is nothing manual because every alarm is registered with a reference, and its automatically - when they found alarm, they know that the piece was stolen. At the level of inventory, this is spectacular. The level of logistics and most importantly, the level of the VM should be better (Zara is very strong in that). I think that customers buy more because of the service, as we offer personalized experience. The client will not always remember the salespeople, but they will remember the experience! The only thing I would change about the service is adding more actions like 'One Percenters'.

Interview N°17

I like GUESS clothes. I identify myself with the style. GUESS has a sensual, sexy and feminine style. I'm not very feminine in terms of clothes that I wear, but GUESS 'forces' me to be. I like the essence of the brand, its history. I also like the teamwork and work environment. It has a fun and relaxed atmosphere. GUESS is a company that greatly encourages team spirit. There are not too many hierarchies or too much distance between colleagues and the spirit of collaboration is very strong. One thing that I would change are the guidelines from Visual Merchandizing. I would like them to be more specific, easier to read, more linear and assertive like the other brands have which I've worked for before. The guidelines for older themes sometimes do not exist, people in the store do not know what to do old items. They should explain this better. I guess the brand does not have much culture of VM but it is starting to have. For example, eight years ago it did not have guidelines and we had to invent the Visual Merchandising on the spot (in stores). Now it has improved a lot but it still needs to improve more. I think the solution would be to have 'new blood' in the company and to implement new dynamics. Groups like Cortefiel and H&M are familiar with this type of processes. So far, I feel that there has been some changes and that the brand has a tendency to evolve. GUESS America is the one who establishes the guidelines. GUESS Europe makes their own and shares them with us. There are several clusters and we belong to South Europe. In terms of chairman there is a Merchandising Manager and in terms of region there is a Regional Merchandising Manager. Usually, the brands that have a higher price range, have

more impact on the window displays. There are two types of brands, some do not care much about VM and others do. MaxMara for example, has a very strict VM guidelines. The ideal would be to have good service and good Visual Merchandising. Brands are now betting more on this. Our service is more personal, as we like to call it. I think that GUESS still has a long way to go in terms of logistics. A few years ago, GUESS had less merchandise, clothing was more expensive and there were fewer people to buy. As the brand began to explore more affordable segments, it should also have a lot stronger logistics. One of the biggest challenges from when I started working for GUESS was the fact that there was too many products and very little space. The delivery of the product from the suppliers to the retailers could be better. Sometimes we have the product in showrooms but not in the warehouse. ClickView is our program for supply chain and stock management. We have several services, sales, customer listings, defect lists, etc. Also, when the store receives new products, we take a look and send the suggestions to the best customers by email.

Interview N°18

I adore GUESS. I love shoes, sneakers, leather bags, accessories and watches. I think GUESS has a different design and beautiful pieces. Shoes are very comfortable, and I am satisfied with everything I bought until now. Quality is good, but with some bags that are not made of leather I had a little bit of problems. I did not like the material. Currently, I buy only the bags in real leather and I like the quality. Anyhow, I think GUESS has many attractive pieces, in nice colors and good overall taste. I love to buy shoes, wallets and scarfs. I also gave a wallet as a present to my sister. I am always satisfied with the service, they sell very well and give us a good feedback. For example, they send us emails with new collections and all the information that we need. I like to buy at GUESS because of both products and service. They are connected. I never go back to the stores where I was not happy with the service. Also, I never buy online because I always have access to the stores, and I like to see and touch the pieces. I like to see the items online, but I always buy in the store. I am captivated by GUESS - it has a lot to do with my style.

Interview N°19

I would change the bookmarks into an easier system for references. We would be able to get the same results but in an easier, faster and more accurate way than the current one. Instead of having a manual insertion of references, it should be automatic. Also, the management of the merchandise should be faster. Products are supposed to arrive in 72 hours and they usually arrive late. The main warehouse supplier is in Germany.

Interview N°20

I like the brand. I like the bags, wallets... especially the style of the bags. I also like the service. I think that people are nice, and I like the attention that they give us. I choose GUESS

because it has a good quality of materials. The items do not damage and spoil easy, which is good. Personally, I buy because of the products. I feel connected with the brand's style, but I would like to be more connected with the brand in digital way (for example through Instagram). Guess has a good level of following trends.

Interview N°21

I like everything about the brand: bags, clothes, design, colors and the store itself. When I wear something from Guess I feel really good and comfortable. It has different types of clothes (good offer). I like everything - quality is very good, and quality/price relationship too. Other brands are more expensive. There are already a lot of advantages for clients, for example with points in the card, discounts, store service. People are nice and have patience. I buy more because of the first impression and products. I feel connected to the brand in the social networks because this allows us to stay updated about the latest news and items. Many friends of mine check on social media before they go to the store to buy something, but I also like to just see the news. I do not shop online, only in the store.

Interview N°22

I like GUESS because I think it is a young brand with quality. These are the two things I notice the most. Also, I think it fits well a bit older people and it has a lot modernity and quality. Therefore, I am a loyal GUESS client. However, I do not like the prices that are on the higher side. The other brands are a bit conservative sometimes, but GUESS innovates. In the United States GUESS has more Outlets. I think there is a different selection of products for the European market, but other things are the same. I am very satisfied with the service - the sympathy of the people is what counts the most. They give us the attention, they carefully study the style of their clients - Every client is different. In terms of service, perhaps I would like to see the Style Advisory, for example available in every 15 days and so that clients could schedule their Stylist Advisor. Sometimes people do not have a lot of ideas or feel lost. I always like to ask for the opinion of the salespeople as they already know my style and that helps. Today there are many brands that include Stylist Adviser. It gives an added value to the brand.

Interview N°23

At GUESS there are some pieces that I like, but some are very colorful. I'm a discrete person. I mostly like their bags and dresses. It is a brand that follows the fashion and has a good offer. It has various styles. I see it as a brand for gala events (weddings, etc.) Service at GUESS is good and they have a good marketing. If I could change something about the brand, I would put more accessible pieces that Zara has. Perhaps, I would add a GUESS low-cost line, with simplified design as well. I do not buy online, but I use the website to see the products. The

website is good, intuitive. I search online if I do not find in the store. I've never searched GUESS on social networks.

Interview N°24

GUESS is a brand that has many things up-to-date and gives customers a lot of choice. I like the design. However, the quality is not that good. There is nothing more to add. I only shop in the store, I like to see the items. I do feel connected with GUESS because it has modern and trendy style. I never searched GUESS online, I was never interested. Social networks are a good addition but GUESS social media presence is average - it could be better.

Interview N°25

I am not really able to say what I like about GUESS because I am older and Guess is for young people. However, GUESS has some clothes that fit me, well - both my body and my personality. I do not like the exaggerated mini-skirts but the dresses are beautiful. Clothes have a good fit but those with embellishments I do not like very much. Shoes I like a lot.

Interview N°26

I love GUESS. If I could I would buy all my clothes at GUESS. I love clothes and sneakers, but I do not like the bright ones. Quality is good. Service also. It has everything. I would like to have more possibilities to buy from other stores. I have to recommend Spain online store, because it has many beautiful sneakers in their offer. I sometimes buy online because there are sneakers in other countries, that Portugal does not have. They also send the SMS or emails with the new sneakers in Spain. The online service was very fast, I never had a problem with it. However, the price is a bit higher. I am not familiar with GUESS on social networks but the advertising I see everywhere. GUESS does a very good job with advertising. I like to see more GUESS things on Instagram.

Interview N°27

I really like GUESS store. It is the first store in which I feel good working as a salesperson. They received me with open arms. As a client, I think that the brand has good materials, you can feel a difference in touch, and there is a big range of products. Some GUESS clients are very nice and open, but we also have others that are completely closed. I find this interesting, as every day there is a something new. At Guess I like the customer more, without a doubt. We get rewarded when we do something well. I would not change any procedure. Only the computer system maybe. In terms of challenges, we work with clients, so my biggest challenge is to reach the more difficult clients. I had training for this but also look at colleagues to see their sales techniques, words that they use, their posture, etc. I like to

learn everything and to later apply in my work. We talk and help each other with this. If it does not work, we try some other form because we are not all the same, so we have different sales techniques. Also, we have our objectives to fulfill. So, we have general trainings for sales tricks and with stylists in all stores, but each store has different objectives. For example, I am specialized in denim. In terms of new service that I would add, it would be an online service for clients to reserve a piece online and come to the store later to pick it up. However, I am not sure if it could be potentially bad for the store. I think that clients buy at GUESS both because of service and products. It is because we can reach our clients.

Interview N°28

GUESS is an innovative brand, which follows the latest fashion trends of fashion. It has the level of luxury brands, but it also has an affordable price compared to the other luxury brands. I like the concept, practices, marketing, campaigns, stores - everything. I like the style. I identify myself with GUESS style because it is young and follows the trends. I especially like the cuts that differentiate GUESS from other brands. I like the challenges, I like to sell pieces. I identify myself with GUESS, so it is much easier to sell to the same type of public and to create empathy. In terms of a company, I like to work for it because we are not treated like numbers. It has a human side - we have prizes, supervisors accompany us and this a great value. In terms of a procedure that I would change, I have an idea that we should sell our style. Clients like to look at us and what we are wearing, so I think we would sell more if the uniforms are not all the same.

Interview N°29

I like GUESS jeans. The quality is good. It's a young brand. Service is nice and friendly. I like GUESS t-shirts as well. Shoes I would buy somewhere else, because for shoes you need to be specialized. It's not good to mix. GUESS has young and fresh style, a bit on the cheaper side. In America you go to Guess when you do not want to spend a lot of money at for example Ralph Lauren. I do not follow brand on social media. I am more about functionality of clothes. However, I think GUESS should have a better quality. My jeans got ripped off.

Interview N°30

I like GUESS fashion. I feel connected to the brand because it is elegant. Everything is fine in terms of procedures but sometimes refill of stock (repositioning) is ineffective. In the system, we have easy repositioning, Guess Jeans too, but Marciano is a little more difficult. Sometimes we are short on stock. The brand follows the trends, we have two lines to respond to the customer (one more classic and another younger), we have everything. GUESS is a complete brand. Company works very well, we talk to the headquarters, they talk to us. We have different tasks and challenges every day. I think clients buy at GUESS because of both - products and service. Service really does make a difference - otherwise everyone would buy

online. We have GUESS website, but people want a personalized service and we are here to assist them. One thing that I would add to GUESS is more fashionable leather jewelry.

Interview N°31

I like freestyle of selling and responsibility here at GUESS. It gives us confidence. I like the brand. I feel connected with its style and publicity. I love the campaigns and all the celebrities that they choose for the campaigns because it is not for the restricted public. For example, the campaign with Jlo is for both older and younger people, because everyone likes her. In terms of a procedure that needs to change, I would say it is Loss Prevention because it affects a little bit the time and concentration of salespeople. Loss Prevention are daily counts that we do to prevent stealing. It is a manual counting of small product families. This procedure has to exist, but it should be faster. We have a line for older public Marciano and GUESS Jeans for the younger audience. The quality of the materials for bags should be better but the Lux Line is great! I believe GUESS should have a better advertising in Portugal, focused on the outdoors, closer to the Shopping Malls and to organize shopping events. I would create a link with Shopping and GUESS brand. Social Media presence could be better. It is important to learn what gives the results and what does not. Also, quality of images is very important because the clients should see great images on Instagram and not unprofessional images (that are not well edited). Each point of sale (store) on Instagram should to have polished images with good quality, to pass a more direct information. Challenges are always to be better than the previous year. Grow in sales, number of clients - in everything. In terms of a new service, I think it would be nice if the client could enter the store and exit ready, with hair and makeup. GUESS promises passion, so everything is valued.

Interview N°32

I choose GUESS because of the DNA and LIFESTYLE that the brand transmits. I always loved to see billboards with GUESS images. Inside the Brodheim Group, everything makes sense. I like that the company wants to know my opinion (that my opinion counts) and that I can go further and grow. It is a humane company. I think that Brodheim brands should collaborate more between each other in Shopping Malls, however this could also prove to be difficult. GUESS transmits sensuality, a sense of status and an image of confidence. It should have better quality in confection and sometimes they have wrong choice of materials. As a VM I have to balance both, freedom which is the creative part and rules. I think the first reason why the customers buy at GUESS is because of the brand image. This is the first reason why they enter the store. The second reason is the service and a connection with people. Finally, the last reason why they buy is because of the products. Fashion Adviser will be a new service with instructions from the marking team. Currently, we are forming the team so we can do better diagnosis about the client.

Interview N°33

I think GUESS has nice clothes and a good quality. I do not buy because it's expensive and I'm only 19 years old, but my mom buys here. It has nice styles. I would prefer to see less logo. In style I like that it has pretty much everything. It is both elegant and casual. This makes the brand practical. I do not feel very connected with the brand. I do not follow social media in general.

Interview N°34

I was always a fan of the brand and always wanted to see new arrivals. GUESS has my style a little bit. I like the spirit of the team, because the work is dynamic and interactive. We are all different and similar at the same time and we make a calm and dynamic team. It has new trends. I also like the style as it is formal, casual and versatile. The overall quality is good, however the quality of bags can sometimes be problematic. GUESS is ideal for both casual and gala events. Fashion Icons and celebrities such as Jlo, different singers and artists can give more visibility to GUESS. I think customers buy because of both products and service. If we do not motivate the client, they will not buy. Therefore, service is of vital importance. All the clients are different, so I cannot have the same approach for all of them. One thing that I would change is adding more clothes for men in the Amoreiras Shopping Mall.

Interview N°35

GUESS is a sexy, elegant and romantic brand at the same time. We have many goals with new collections. I think it is a brand that brings closeness with the customer. Some of the sales techniques are to first start a chitchat to get to know the client and to try to understand what they want from us. We do not ask what they are you looking for, but we try to talk to them. And then he starts looking at one piece or the other and we can see if he likes more sexy or sophisticated clothing. If they allow us to start and create a dialogue, we can get more directed by the customer. Then we get to know the client and we can make suggestions about the products. The goal of GUESS is that the customer comes back. I love teamwork as it requires curiosity and honesty. We all have different personalities and attitudes and it is good to complement each other. The human capital is very important for the success of the company. Style of the approach is different for each store - some have more serious clients, while other have more relaxed ones. In terms of products, GUESS has a lot to offer for women. Clothes are well made, but generally it is meant for skinnier women. There are many curvier women that like the brand, but we do not have sizes for them. The Marciano's cut is very small. I think Guess is a young and mature brand at the same time. The brand can reach various ages and styles (gothic, elegant, sexy, romantic, casual, etc.) and this is great. You can always find something, and the clothes are trendy. Also, I like the solidarity projects, for example Casa Pia. I like that the brand gives trainings and wants to develop the skills of its workers. Our superiors always follow up and give us more info about products, which is great.

Something that I would change is including bigger sizes. The truth is that this does not have much with DNA of the brand, but I think it will be good for growth as it would attract more clients. When I worked at Salsa, we had a very mechanized job as we had to stand at certain point in store. This is not the case with GUESS, and even though it is a luxury brand it is still allowed to joke with clients. I find this very refreshing. The relaxed sales attitude creates closeness and proximity, because it is not just sales. You can best see that when a client remembers your name! They do not want formality nor to be called Mr. or Mrs. I think it is also good to change stores in order to improve our sales style. There are some clients who love the brand, collection, or even JLo. Many people like the dress that JLo has and some of them are not completely aware of it but it influences them. JLo is completely a GUESS girl because she is sexy and sophisticated at the same time. Also, there are clients who enter and are not familiar with the brand, but they end up buying something small just because of the good service. At Guess, clients cannot return the item and take money back, but they can replace the item for another one. In terms of service, there will be a new service called Fashion Advisor, which is good for insecure clients and it will give more credibility to salespeople as well. I always try to be honest with clients and if the piece does not look good, I will communicate that. I will not say that it looks bad but I will look for other options to offer.

Interview N°36

I like the brand, the DNA, the concept, the history of the brand and the images from the period between 1980/1990. GUESS always has something new. In terms of procedures, I would like to add possibility to move to another country for a year (to make an exchange). This could be a way to motivate workers by giving more possibilities to work in other countries. We miss experiencing other work situations. GUESS is an iconic brand, it has different styles. As such it can reach different public and all kinds of women. In terms of a new service, perhaps we could offer complete looks (styling) so that women can feel even more powerful. I think it would be fun and it would differentiate us from other brands. We have our own trends, but I also think that we should include a team of real Stylists working on the collection. Also, brand managers from other countries should come to Portugal, see how we work and what are our challenges. European style differs from American. In Europe it is more stylish, and people appreciate good quality. I think that the quality of some articles should be better. One of my biggest challenges is personalized service. GUESS has a unique style which is relaxed but sophisticated. Also, we should create the list of clients. I think clients buy both because of products and service. We have great salespeople. First, I believe that they buy because of the brand (Guess is a name connected with famous models), then next factor is service, and lastly come the products. JLo was great choice because everybody likes her, and they even enter the store and say that they want a top from JLo. I think Branding is great as the brand is able to cover various targets - we have clients from 15 to 80 years old. The

quality of the collections and sales results always have to be better than last year. Also, GUESS should offer a global experience - sometimes customers see some product online but there are no products in stores, and we should change that. In terms of service, Style Advisor will work well with the brand mission. We have the public for these types of exclusive services. For example, we could schedule one day in the afternoon or at night for our special clients to see a part of the new collection. We have good brand manager and great platforms. However, there should be more interactions with customers via social networks. Presently, they can only reach collaborators through videocalls. Perhaps the director of the brand should give more access to more specific meetings to talk to the public and understand what they really want. This could be fun, for example creating a GUESS Group. They can talk about these things (through Facebook, Instagram and promotional posts) and invite the public to a new website or perhaps through a mobile phone. In this way, the clients would speak, and the directors would later analyze their demands.

Interview N°37

I like the level of GUESS Branding and Advertising. I especially like the era of 2000. The brand is sexy and about women empowerment. Images are black and white with a touch of red. I work in VM and I like that we have a little creativity. I like that there are different clients in different stores, so we have more creativity to adapt a bit. I like Guess Denim, and a streetwear trend. I like the brand image. In terms of procedures, I would like to have more attention and more time. Sometimes the goods still have not arrived to stores but clients already saw them on website and they want to buy them. They do not want to wait. Foreign customers buy more because of the brand itself, while in other stores like Amoreiras it is more about service. Service has to be good because it justifies the higher price.

Interview N°38

I like GUESS clothes and brand's inspiration. It is a very sexy brand. I do not identify myself with it but there are some items that I like. There are many flowers and details on the clothes, but it is fun, and this is what differentiates GUESS from Zara, for example. I prefer Marciano style to Guess Jeans as it is very sexy but not so classic. With Marciano, the clothes are still sexy, but more attention is paid to the finishing and the details. I like that the company is humane, it has a vision for its employees, and it is a very dedicated company. I think that I would change the values and the rules that they put in VM guidelines are sometimes too rigid. For example, in store layouts. VM is a bit limited and I think it has to be creative. It should not limit our efforts to make the clothes look attractive. Procedures I would not change. Perhaps I would only make them more up to date. For example, in trainings we have personal selling - we evolve, and our sales style develops along with clients. Also, GUESS should be less late with trends than the other brands have. Furthermore, the new collection is too similar to the one from the previous season or previous year. The biggest

challenge are the clients themselves (personalized selling). Product and more importantly. Probably, 'One Percenter' customers come to GUESS because of both things - service and product. In terms of Fashion Advisor service, we should not offer them what they are searching for but based on what the clients already have.

Interview N°39

GUESS is a luxury brand with a lot of experience. It is also an iconic brand and that is why I wanted to work here and to gain experience. In Retail, I have the opportunity to learn about other brands as well. It is a very rewarding experience. Brand has a sexy DNA, but it would be wrong to think that it is only sexy. It is a very glamorous and elegant brand with many pieces in Marciano collection that are luxurious. In terms of a procedure that I would like to change, here in the office for example, we have our email marketing campaigns. When you see the emails, you open the email and you want to click on something to see something else (some product for example). However, the emails say - Go and check our new Jlo collection in a store closest to you and you do not have where to click. We should have a front page or a landing page which is a very simple thing where we can change the content for each campaign. For example, we would send an email to the customers saying: 'Check our new Jlo collection' and they could see this Jlo landing page for one week or during that month, so all people could see this and go to the store to check. And then we would also add a button to the email, for example - stores, and the person could click on the google maps and it would show person's current location and closest GUESS stores. I think this would be very important for the store as well. However, we do not have it yet. Another important thing would be to have our clothes exposed in some Showroom, mainly in the area of Avenida Liberdade where are the best showrooms (we can ask for one room). We do not we have many visits from the stylists of the magazines, and I think this is the task of the advertising agency). In terms of changes, I think that GUESS should have a faster response to fashion trends. For example, we have the trends that come to GUESS stores one year later (6 months after the trend is out, we have the pieces to buy them and 6 months after we have the pieces to arrive here in stores). The trends last for two years but after one year the buyers are becoming more indifferent. Nowadays, every store has the same trendy pieces and clients would like to buy but GUESS does not have them. In terms of online store, the website has an advantage. Sometimes there are discounts and the pieces that we do not have. For example, I saw a pair of boots online and I bought them. They arrived here, shipping and return were free. This is great because if a client do not likes the purchased item he/she simply returns it. In Portugal the audience is older (40, 50, 60 years old) and does not buy online. Regarding challenges, time, something that the stores also know very well. For example, we know that next month we will have a new Campaign, and we wait for 10 days, 14 days and on the 15th they GUESS Europe tells us that tomorrow there is a Campaign and they give all the guidelines for the design part, directions for Facebook, etc. I think that the clients first buy the brand because of its brand

category and by the status it evokes. The second reason is service, and then the final reason is the product. Also, there should be more Kids stores, for example in Colombo Shopping Mall - as it would be success.

Interview N°40

I like the work and the fact that everyday challenges are not the same all the time. I enjoy managing daily priorities. Also, I do not like to feel limited and I enjoy solving problems. Furthermore, I like working here because of Guess itself. My job is related to logistics, so I correspond with the transport, with the stores in terms of stock, regarding the movements of the merchandize and some doubts that collaborators have, in order to advise who is the right person or to help with the systems. We have a store program related to the procedures called BackOffice. For example, there is a store procedure for the arrival of merchandize and presently when the merchandise arrives, there is a shop assistant in charge of the warehouse. The merchandize needs to be confirmed if it is delivered from the carrier, so the person responsible for this has to make sure that the number of items matches, and that there are conditions for the merchandize to be received. After the performed checking the person signs the transport papers of the carrier, and when he/she receives the green light and after I confirm that the quantities are correct, I can then start with the phases of the process. All the articles need to be inserted into the system of the store, so that the store has all the information about stock and all the articles in order to be able to make the sale. There is a connection with the program - I have access to the store's stock and I can understand if everything is done correctly or not. We receive the supplier's invoices and if we see that the numbers are different, we can tell the store that these pieces are missing and ask them what happened. Then they need to analyze the situation. The counting of received merchandize is not performed manually. There is a document that arrives with a box and it has the description of articles, reference, color and size, and the total quantity as well. For each article there is a label with bar code, and so we have to take these barcodes and insert them into the system. In the end, after receiving the merchandize, we will have in the computer system 100 pieces for example and the document has to have 100 pieces as well. It must be correct. If we see that we are truly missing an item, we need to report this. We need a reference so that we can ask the supplier for the proof that the article did not arrive in the store and with this we can justify the difference in the invoice. The company that does transport at this moment is TXT. They go to the warehouse with a truck at 7 in the morning and make the separation of all the boxes per each store and then they deliver the merchandize to the stores. Sometimes, it may happen that a box comes to the wrong store but then they need to pick it up and deliver it to the right one. I can see this in the program (on the map) because each tag states the name of the store. If I see on the map that the invoice was issued in the other store, I would quickly realize which article went to the wrong store. TXT works fine, we have a good cooperation. I often talk to them (distribution) and we are a good team. Products arrive from Holland and Spain (in a truck). In terms of the things to

improve, I think that GUESS internet page should be clearer, so that people make the consultation with us, or with other stores. The delivery of merchandize to the stores needs to be done in 72h and we have a contract with TXT in which this is stated. There are two deliveries per week. First delivery is on Monday and it is complete with all the items. Also, there is the second delivery in the same week on Thursday to add the articles that are missing to re-fill our stock. Each store analyzes the quantity of ordered pieces according to what sells well - first they analyze VM and then sales. We also have Capsule Collections with special products (for example Jlo Collection) which are the best sellers and the receiving of the merchandize is rotational, as it passes through all the stores according to the schedule.

Interview N°41

GUESS is a well-known brand that has good publicity. The brand grew a lot because of marketing and product offer. I think the clients buy both because of personalized service and products. However, clients come back mostly because of the service. I enjoy working for GUESS and for Brodheim Group. It is a very dynamic and humane company. There are not many things that I would change. Things already work well. Program BackOffice is fast. We work with the REM System and soon we will switch to SAP. These programs detect all the movements of goods. From the moment they enter the store, through sales, if the piece is not in stock the server will identify it as negative. Sometimes it happens that the store for some reason did not receive the piece, but it shows up on sale. This usually causes a problem, and it shows up in the system as minus 1. This happens when the store forgets to take out the items that are sold. Sometimes, it also happens that when the salespeople sell some item, they mistype the product code (reference). There is an optical reader (scan) that they use to make an input in the system, and there is another device - PDA that can also serve for counting the merchandize, that is connected to the system, imports the files and load the items into the system. This device is also used to do the inventory - the counting of items. Something that I would change is that I would add more training for warehouse employees. It would be good for them to spend a day in the back-office to understand the logic and learn how to do deal with merchandize. Here we have a back-office (warehouse) and the front-office (store). Sometimes employees do not have notion about other departments or if things are not well done. For example, if the front-office makes some mistake it will lead to consequences in the back-office that we cannot detect easily. The phases that the merchandize goes through are: warehouse, transport, store, client and we can see the whole movement in the program real time. There is a database and for each piece we can consult the history (with bar codes). There is no GPS for items, we only have bar codes. However, maybe in the future all items will have a chip. There are already some enterprises that do not use labels but chips. Then, we can only pass with optic reader over it and it will scan the piece. There are so many items inside the warehouse that the salespeople sometimes cannot find the item that the customer wants, and they lose that sale. In terms of a new service, I would like to see more online sales at GUESS and there should be more people hired only for

treating the online sales. Also, it happens that sometimes the clients that live close to the store call the store to buy some item and then have it shipped to their home.

Interview N°42

I appreciate the opportunity to work with clothes. I have the possibility to choose the collections before they come to the public, to choose the pieces and to order the articles for the store. I was given the opportunity to grow from being a salesperson to the job I have always dreamed of - working at the headquarters and being a product manager. I am very thankful for that. In terms of the things that I would improve, I do not like that GUESS Europe sometimes does not give us answers that we need. Most of the times, they do not give us the answers if something is solved or not. There is a lack of feedback from them. I really like working with the capsule collections (specific collections such as Jlo, Originals etc.) and the products, as they give me the opportunity to choose the products related to the trend. It gives us the opportunity to stand out as a country.

I really like a lot of the campaigns on the international level that are very good and we have to follow that. I would like to change the repositioning of stock procedure. We cannot understand the repositioning of products in stores (why they are replaced, when they need to be replaced, in what way it needs to be performed etc). We do not even understand the logic. However, it has not been explained to us and so we cannot understand the logic about the product that remain and the product that come extra during the sales, what was the reason and how they are divided by the stores. Usually, GUESS Europe does not send to us these instructions or they send us only one week before the sale start. If they had the product, I wonder why they did not send it when we requested it and when it is necessary for the normal selling of the collection. We do communicate internally by email, but the response time of the email sometimes is not very accurate. It gets to us late and then things are get complicated. Something that I would appreciate a lot would be to go to their supply center so that they can explain me the logic behind the re-routing. In order to make the procedure to be balanced internally, we need to try and work in the same manner. I would like to have a more homogeneous job role and to be able to understand from where these large quantities of clothing are coming from. It happens a lot during the sales that they send us quantities of 1000, 2000, or even 3000 pieces and we do not have the capacity to receive them. Also, they do not warn us that they will send the pieces, so we see them 2 days before they appear in the shipping part of the software.

Appendix 3. Resume of Interview Answers Results

Case: brand **Guess Clients** - The Brand Benefit Ladder

<p>Emotional Benefits</p> <p>(feel)</p>	<p>friendship-love (17)</p> <p>connected/involved (15)</p> <p>comfortable/pleasant/relaxed (13)</p> <p>valued/ like the attention (11)</p> <p>sexy (6)</p> <p>free to express themselves (4)</p> <p>sophisticated (4)</p> <p>welcomed/respected (3)</p> <p>powerful/confident (2)</p> <p>unique, special (2)</p> <p>passion (1)</p> <p>lifestyle (1)</p>
<p>Functional Benefits</p> <p>(think)</p>	<p>fashionable/trendy/modern/innovative (15)</p> <p>practical - both everyday necessities and gala events (12)</p> <p>covers a wide range of audiences (12)</p> <p>good quality (10)</p> <p>design, cut/fit of jeans (10)</p> <p>feminine (9)</p> <p>high involvement (6)</p> <p>beautiful (5)</p> <p>can meet different expectations (4)</p>
<p>Technical attributes</p> <p>(know)</p>	<p>high standards of service/personalized (32)</p> <p>versatile, various styles and diverse offer (25)</p> <p>different/unique (20)</p> <p>good marketing/advertising, campaigns and brand ambassadors (17)</p> <p>sensual/glamorous/elegant (13)</p> <p>young and mature brand at the same time (13)</p> <p>strong/well-known brand/status brand (9)</p> <p>accessible/affordable (7)</p> <p>jeans brand (5)</p> <p>details (4)</p> <p>iconic image (3)</p> <p>quality should be better (2)</p> <p>better social networks (2)</p>

Case: brand **Guess Stakeholders** - The Brand Benefit Ladder

<p>Emotional Benefits (feel)</p>	<p>unity, friendship/love/collaboration/family/empathy (15) connected/involved (15) identify themselves with the brand/ close to the brand (7) respected/valued/ opinion counts/rewarded/like the attention (6) pleasant/fun/relaxed attitude and working environment (5) sexy/sensual (5) freedom (in working/selling) (3) healthy competition (2) unique, special (2) confident (2) sophisticated (1) lifestyle (1)</p>
<p>Functional Benefits (think)</p>	<p>fashionable, trendy, good style (9) positive working environment, teamwork (5) dynamic and humane company (4) practical - both everyday necessities and gala events (2) covers a wide range of audiences (2) high involvement, healthy competition (2) feminine (2) good quality and fit of jeans and unique clothing cuts (1) neither too classic nor extravagant (1)</p> <p>IMPROVEMENT SUGGESTIONS: Fashion Advisor (2) different loss prevention procedure (1) more employees exchange options (1) more communication between the departments (1) better logistic, repositioning of stock (2)</p>
<p>Technical attributes (know)</p>	<p>high standards of service-personalized (10) various styles and diverse offer, versatile (8) iconic image, history (6) campaigns and brand ambassadors (5) accessible/affordable/medium price range (5) sensual/glamorous/elegant (4) good quality (4) stuff helpful and honest (2) unconventional/different/details (2) innovative, catchy (2) young and mature brand at the same time (2) brand of desire/status (1)</p> <p>IMPROVEMENT SUGGESTIONS: better quality (8) better Social Media and website (4) better VM (3)</p>

Appendix 4. GUESS Survey Invitation



**A SUA OPINIÃO É IMPORTANTE
PARA NÓS**



O [IADE – Universidade Europeia](#) e a [Guess Portugal](#), empresa do [Grupo Brodheim](#), estão a desenvolver um estudo de mercado, em contexto académico, sobre a experiência do cliente Guess. O resultado do presente estudo será utilizado para suportar a dissertação de mestrado da aluna Ana Zikic, e servirá igualmente para que a Guess Portugal possa conhecer melhor a opinião dos seus clientes.

Sim, estou interessado(a) em colaborar no presente estudo de mercado, autorizando que os meus dados possam ser utilizados para suportar a dissertação de mestrado da aluna Ana Zikic e pela Guess Portugal, como *feedback* sobre a experiência de cliente e reputação da marca, que se pretende avaliar com esta operação de tratamento.
Leva menos de 5 minutos.

SIM

GUESS email invitation (Adapted from GUESS.Inc., all rights reserved)

Appendix 5. Questionnaire

Opções do bloco

A1

Género

Feminino

☐

Masculino

☐

A2

Idade

18-24 anos

☐

25-34 anos

☐

35-44 anos

☐

45-54 anos

☐

55 anos ou mais

☐

A3

Qual a cidade da sua residência?

- ☐ Cidade

•

A4

Qual a(s) loja(s) Guess onde efetuou as suas compras?

- ☐ Aeroporto Lisboa
- ☐ Almada
- ☐ Amoreiras
- ☐ Avenida da Liberdade
- ☐ Braga
- ☐ CascaisShopping
- ☐ Chiado
- ☐ Coimbra
- ☐ Colombo Jeans
- ☐ Colombo Acessórios
- ☐ Faro
- ☐ Funchal
- ☐ Guia
- ☐ Vasco da Gama
- ☐ Vila do Conde Outlet
- ☐ Freeport Outlet
- ☐ NorteShopping

- ☐ Strada Outlet
- ☐ Loulé Outlet

A5

A minha ultima compra foi:

durante este mês durante este ano durante o ano passado há mais de 3 anos

☐
☐
☐
☐

Q1

Quando uso uma peça Guess, sinto-me bem, confiante e confortável.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q2

Com a marca Guess, sinto-me à vontade para expressar a minha personalidade e o meu estilo.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q3

Sinto-me mal se não usar Guess

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q4

Sinto-me atraente ao usar Guess.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q5

Se no futuro existir uma Comunidade Exclusiva Guess, gostaria de fazer parte desta plataforma e interagir com outros clientes, como eu.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q6

O contacto pessoal e personalizado é essencial ao visitar uma loja Guess.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q7

Na Guess posso comprar peças essenciais para o dia-a-dia.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
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Q8

As roupas Guess têm boa qualidade, bom corte e assentam bem.

Discordo
totalmente

Discordo em parte

Não concordo nem
discordo

Concordo em
parte

Concordo
totalmente

☐
☐
☐
☐
☐

Q9

A Guess é inovadora e aposta sempre nas últimas tendências

Discordo

Discordo em parte

Nem concordo

Concordo em

Concordo

totalmente		nem discordo	parte	totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10

A Guess tem um excelente serviço de atendimento ao cliente, descontraído e amigável.

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11

A Guess não está suficientemente presente nas redes sociais. (Facebook, Instagram, etc)

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12

O fator preço-qualidade da Guess é bastante equilibrado.

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13

Vejo a Guess como uma marca tanto para um público jovem como mais maduro.

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14

Em geral estou muito satisfeita/o com a Guess

Discordo totalmente	Discordo em parte	Nem concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15

Voltaria a comprar Guess.

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16

Recomendo a Guess à família e amigos.

Discordo totalmente	Discordo em parte	Não concordo nem discordo	Concordo em parte	Concordo totalmente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B1

Na sua opinião, que aspetos da marca Guess melhoraria?
(escreva 2 a 3 ideias somente)

B2

Como melhoraria a sua experiência Guess? (Online, Lojas, serviço de atendimento, pagamentos digitais, etc...)
(escreva somente 2 ou 3 sugestões)

A rectangular text input field with a light gray border. On the right side, there are three small square buttons stacked vertically, each containing a small upward-pointing triangle. On the bottom left, there are two small square buttons side-by-side, each containing a small leftward-pointing triangle. On the bottom right, there is a single small square button containing a small rightward-pointing triangle.

B3

Partilhe connosco novas ideias para produtos e serviços Guess.

A rectangular text input field with a light gray border. On the right side, there are three small square buttons stacked vertically, each containing a small upward-pointing triangle. On the bottom left, there are two small square buttons side-by-side, each containing a small leftward-pointing triangle. On the bottom right, there is a single small square button containing a small rightward-pointing triangle.

B4

Para terminar, estaria disposta/o a enviar e partilhar regularmente fotos que demonstrem as experiencias (boas ou más) com a GUESS.

sim

☐

talvez

☐

não

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Appendix 6. Analysis of Variables

1st PART - PROFILING:

GENDER:

	Frequency	Percent	Valid Percent	Cumulative Percent
Feminine	524	89.6	89.7	89.7
Masculine	60	10.3	10.3	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

AGE:

	Frequency	Percent	Valid Percent	Cumulative Percent
18-24 years	37	6.3	6.3	6.3
25-34 years	124	21.2	21.2	27.6
35-44 years	236	40.3	40.4	68.0
45-54 years	147	25.1	25.2	93.2
55 years or more	40	6.8	6.8	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

LOCATION (CITY OF RESIDENCE):

	Frequency	Percent	Valid Percent	Cumulative Percent
Lisbon	244	42,06%		
Porto	49	8,44%		
Faro	37	6,37%		
Rest of the country	250	43,10%		
total	580			

LAST PURCHASE:

	Frequency	Percent	Valid Percent	Cumulative Percent
During this month	160	27.4	27.4	27.4
During this year	364	62.2	62.3	89.7
During last year	54	9.2	9.2	99.0
More than 3 years ago	6	1.0	1.0	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

2ND PART - INTERVAL SCALES

Q1 - When I wear something from GUESS I feel good, confident and comfortable.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	3	.5	.5	.5
Partially disagree	3	.5	.5	1.0
Neither agree nor disagree	29	5.0	5.0	6.0
Partially agree	174	29.7	29.8	35.8
Totally agree	375	64.1	64.2	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q2 - At GUESS, I feel free to express my personality and my style.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	5	.9	.9	.9
Partially disagree	12	2.1	2.1	2.9
Neither agree nor disagree	52	8.9	8.9	11.8
Partially agree	221	37.8	37.8	49.7
Totally agree	294	50.3	50.3	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q3 - I would feel bad or uneasy without GUESS.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	352	60.2	60.3	60.3
Partially disagree	68	11.6	11.6	71.9
Neither agree nor disagree	107	18.3	18.3	90.2
Partially agree	41	7.0	7.0	97.3
Totally agree	16	2.7	2.7	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q4 - I feel sexy wearing GUESS.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	11	1.9	1.9	1.9
Partially disagree	4	.7	.7	2.6
Neither agree nor disagree	103	17.6	17.6	20.2
Partially agree	273	46.7	46.7	67.0
Totally agree	193	33.0	33.0	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q5 - If in the future would exist an exclusive GUESS community, I would like to be included and interact with other clients like myself.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	53	9.1	9.1	9.1
Partially disagree	33	5.6	5.7	14.7
Neither agree nor disagree	168	28.7	28.8	43.5
Partially agree	163	27.9	27.9	71.4
Totally agree	167	28.5	28.6	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q6 - Personal contact is essential when buying at GUESS.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	5	.9	.9	.9
Partially disagree	17	2.9	2.9	3.8
Neither agree nor disagree	43	7.4	7.4	11.1
Partially agree	202	34.5	34.6	45.7
Totally agree	317	54.2	54.3	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q7 - GUESS offers all the necessary items for everyday life.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	5	.9	.9	.9
Partially disagree	34	5.8	5.8	6.7
Neither agree nor disagree	29	5.0	5.0	11.6
Partially agree	225	38.5	38.5	50.2
Totally agree	291	49.7	49.8	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q8 - GUESS clothes have a good quality of materials and a good fit.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	9	1.5	1.5	1.5
Partially disagree	35	6.0	6.0	7.5
Neither agree nor disagree	25	4.3	4.3	11.8
Partially agree	240	41.0	41.1	52.9
Totally agree	275	47.0	47.1	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q9 - I think that GUESS innovates and has all the latest trends.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	5	.9	.9	.9
Partially disagree	12	2.1	2.1	2.9
Neither agree nor disagree	31	5.3	5.3	8.3
Partially agree	247	42.2	42.6	50.9
Totally agree	285	48.7	49.1	100.0
Total	580	99.1	100.0	
Missing	System	5	.9	
Total	585	100.0		

Q10 - I believe GUESS has excellent and friendly service.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	10	1.7	1.7	1.7
Partially disagree	28	4.8	4.8	6.5
Neither agree nor disagree	33	5.6	5.7	12.2
Partially agree	207	35.4	35.4	47.6
Totally agree	306	52.3	52.4	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q11 - I believe that GUESS is not present enough at Social Networks (Facebook, Instagram...).

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	82	14.0	14.0	14.0
Partially disagree	63	10.8	10.8	24.8
Neither agree nor disagree	225	38.5	38.5	63.4
Partially agree	164	28.0	28.1	91.4
Totally agree	50	8.5	8.6	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q12 - GUESS has good balance of quality and price.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	13	2.2	2.2	2.2
Partially disagree	177	30.3	30.3	32.5
Neither agree nor disagree	63	10.8	10.8	43.3
Partially agree	263	45.0	45.0	88.4
Totally agree	68	11.6	11.6	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q13 - I see GUESS as both young and mature brand.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	10	1.7	1.7	1.7
Partially disagree	29	5.0	5.0	6.7
Neither agree nor disagree	23	3.9	3.9	10.6
Partially agree	224	38.3	38.4	49.0
Totally agree	298	50.9	51.0	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q14 - In general, I am completely satisfied with GUESS.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	4	.7	.7	.7
Partially disagree	21	3.6	3.6	4.3
Neither agree nor disagree	26	4.4	4.5	8.8
Partially agree	222	37.9	38.2	47.0
Totally agree	308	52.6	53.0	100.0
Total	581	99.3	100.0	
Missing	System	4	.7	
Total	585	100.0		

Q15 - I would come back and buy at GUESS.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	4	.7	.7	.7
Partially disagree	5	.9	.9	1.5
Neither agree nor disagree	9	1.5	1.5	3.1
Partially agree	113	19.3	19.3	22.4
Totally agree	453	77.4	77.6	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q16 - I would recommend brand GUESS to friends and family.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Totally disagree	4	.7	.7	.7
Partially disagree	5	.9	.9	1.5
Neither agree nor disagree	37	6.3	6.3	7.9
Partially agree	178	30.4	30.5	38.4
Totally agree	360	61.5	61.6	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		

Q17 - In the end, would you be willing to regularly share pictures of your experience (good or bad) with brand GUESS?

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	132	22.6	22.6	22.6
Maybe	248	42.4	42.5	65.1
No	204	34.9	34.9	100.0
Total	584	99.8	100.0	
Missing	System	1	.2	
Total	585	100.0		